# The Influence of Work Life Balance and Work Engagement on Work Productivity with Work Motivation as a Mediating Variable on Employees of the West Nusa Tenggara Province Language Center

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## Abstract

**Keywords:**
Work Motivation, Work Productivity, Work Engagement, Work Life Balance

*This study analyzes the influence of Work Life Balance (WLB) and Work Engagement (WE) on Work Productivity with Work Motivation as a mediating variable in 45 employees of the West Nusa Tenggara Provincial Language Center. The phenomenon of low productivity is caused by the imbalance of work and personal roles amidst the high demands of language development. This type of causal associative research with a quantitative approach using a Likert questionnaire, tested for validity and reliability, and analyzed by multiple regression and the Sobel test via SPSS 27. The population of all employees was used as a census sample. The results show that WLB and WE have a significant positive effect on productivity directly (t>2.019, p<0.05) and indirectly through motivation (Z>1.96, p<0.05), with a high average score (productivity 4.14; motivation 4.17). The conclusion recommends flexible work policies to improve motivation and performance in public organizations.*

## INTRODUCTION

The phenomenon of employee productivity at the West Nusa Tenggara Provincial Language Center, where human resources are a strategic key to achieving optimal performance amidst the demands of technology and globalization. Work productivity, as an efficient ratio between output and input, is influenced by work-life balance and employees' emotional attachment to their duties.

This phenomenon is increasingly evident among NTB Language Center employees, who face a high workload of linguistic research, language development, and administration, often clashing with family needs and self-recovery. This has the potential to create role tension that hinders the achievement of organizational targets, as observed in initial observations.

The main problem arises from work-life balance (WLB) imbalance, where employees struggle to manage their time between work and personal demands, leading to stress and decreased performance. Previous research, such as that of Saragih et al. (2024), found WLB to have a significant positive effect on productivity at the North Sumatra BPS, while Marecki (2021) and Alamudi (2025) showed insignificant results, indicating the presence of intermediary factors.

Work engagement (WE) is also an issue, with varying levels of employee engagement influencing morale and commitment to language programs. Studies by Nugraha et al. (2024) and Fatihah & Samsudin (2025) support a positive effect of WE on productivity, but Houari (2025) and Susanto et al. (2023) found no direct effect, indicating the need for mediation.

These inconsistencies in findings highlight the role of work motivation as a potential mediator, as WLB and WE do not always directly influence productivity, but rather through employees' internal drives. Research by Lestari & Yucha (2025) and Sari et al. (2024) confirmed

that motivation mediates this relationship, while Haris (2023) and Mustikawati et al. (2025) demonstrated its positive influence on productivity.

This study aims to analyze the influence of WLB and WE on the work productivity of NTB Language Center employees with work motivation as a mediating variable, to test the hypothesis of direct and indirect relationships. The urgency lies in the need for public organizations such as the Language Center to improve the efficiency of language services amidst high performance demands, where increased productivity supports the achievement of national strategic goals. The novelty is the testing of the mediation model in the specific context of the NTB Language Center, filling the gap in inconsistencies of previous research by focusing on the language development sector in eastern Indonesia, which is rarely studied compared to the private sector.

## METHOD
### Types and Methods of Research

This study adopts a causal associative research type and method with a quantitative approach to examine the influence of Work-Life Balance and Work Engagement on Work Productivity through Work Motivation as a mediating variable among employees of the West Nusa Tenggara Provincial Language Center. The causal associative approach allows for empirical analysis of causal relationships between variables, as explained by Sugiyono (2021), who stated that this method is used to examine the influence of independent variables on dependent variables through statistical hypothesis testing. The quantitative approach is positivistic, relying on numerical data from structured instruments for generalization of results, as defined by Sugiyono (2021) and Sudaryono (2020) in quantitative methodology that emphasizes data processing with software such as SPSS. This approach aligns with the causal quantitative research design of Creswell and Creswell (2023), which emphasizes testing causal relationships through survey data and statistical analysis to produce objective conclusions.

### Data Analysis Instruments and Techniques

The research instrument was a questionnaire with a five-point Likert scale (Strongly Disagree to Strongly Agree) to measure the variables of Work Life Balance (indicators: time balance, involvement balance, satisfaction balance), Work Engagement (vigor, dedication, absorption), Work Motivation (physical needs, sense of security, social, appreciation), and Work Productivity (work ability, increased results, work enthusiasm, self-development, work quality, work efficiency). This instrument has been tested for validity using Pearson Product Moment (r count > r table at $\alpha = 0.05$) and Cronbach Alpha reliability (> 0.60), as recommended by Sugiyono (2021) to ensure consistency in measuring respondents' attitudes and perceptions. Data analysis techniques include classical assumption tests (Kolmogorov-Smirnov normality, VIF multicollinearity <10, scatterplot heteroscedasticity, Durbin-Watson autocorrelation), multiple linear regression, t-test, F-test, and path analysis for mediation using SPSS version 27. This approach is comprehensive as described by Sudaryono (2020) and Emzir (2013, latest revision) in a quantitative methodology that integrates instrumental tests and path analysis for mediation models.

### Population and Sample

The study population consisted of all 45 employees of the West Nusa Tenggara Provincial Language Center, selected for their direct relevance to the study variables and for enabling a comprehensive representation of organizational conditions. The sample was determined using a saturation or census sampling technique, in which all members of the population are interviewed without exclusion, in accordance with Sugiyono (2021) who recommends censuses for small populations (<100) to avoid sampling bias and increase the accuracy of generalizations. This technique is effective for causal survey research, as emphasized by Creswell and Creswell (2023)

in quantitative designs that emphasize saturation sampling for external validity in limited populations.

## Research Procedures

The research procedure began with a literature review and instrument development, followed by validity-reliability testing, direct questionnaire distribution to all respondents at the NTB Language Center (Jl. dr. Sudjono, Mataram), primary data collection through questionnaires and secondary data collection via organizational documents, and gradual data processing from descriptive to inferential. This procedure was systematic and ethical, following Sugiyono's (2021) logical sequence, which includes preparation, survey implementation, and data verification to ensure the reliability of the results. The integration of supporting interviews and observations enriched the data, in line with Sudaryono (2020) and Emzir's mixed validation procedure for comprehensive causal analysis. All stages were carried out between October 2025 and March 2026 to maintain an efficient research timeline.

## RESEARCH RESULT
## Respondent Character Description

**Table 1 Distribution of Respondents by Gender**

| No | Gender | Number of people) | Percentage |
|----|--------|-------------------|------------|
| 1. | Man | 23 | 51.1% |
| 2. | Woman | 22 | 48.9% |
| | Amount | 45 | 100% |

Based on the table, it is known that the composition of respondents was dominated by male employees, namely 23 people (51.1%), while female respondents numbered 22 people (48.9%). This finding indicates that the proportion of employees at the West Nusa Tenggara Provincial Language Center tends to be more male than female, although the difference is relatively insignificant. This distribution provides an overview of the demographic characteristics of the respondents, which then serves as the basis for interpreting the research results.

**Table 2 Distribution of Respondents by Age**

| Age | Amount | Percentage (%) |
|-----|--------|----------------|
| < 30 | 13 | 28.9 |
| 31-40 | 11 | 24.4 |
| 41-50 | 15 | 33.3 |
| >50 | 6 | 13.3 |
| Amount | 45 | 100 |

Based on the table, it can be concluded that the majority of respondents were in the 41–50 age group, amounting to 15 people (33.3%). This age group generally has sufficient work experience, so the respondents' knowledge and skills are considered to have developed optimally to support the implementation of job duties and responsibilities. Furthermore, respondents aged <30 years old had a percentage of 28.9%, which is categorized as the early working age group. In this phase, individuals generally show relatively high work enthusiasm and motivation, thus having the potential to make a positive contribution to the institution. Respondents in the 31–40 age range were recorded at 24.4%, which can be categorized as productive age, because they are in a phase of balance between work experience and optimal physical capacity. This condition allows employees to work effectively and provide benefits to the organization. Meanwhile, the age group >50 years old had a percentage of 13.3%, which is the age category approaching retirement. At this stage, employees tend to begin preparing for retirement, so organizational support is needed to maintain productivity and the transition process can take place smoothly and sustainably.

**Table 3 Distribution of Respondents Based on Last Education**

| Last education | Amount | Percentage (%) |
|---|---|---|
| High School/Vocational High School or Equivalent | 11 | 24.4 |
| S1 | 27 | 60 |
| S2 | 7 | 15.5 |
| Amount | 45 | 100 |

Based on the table, it is known that the majority of respondents have a Bachelor's degree (S1), namely 27 people (60%). Furthermore, respondents with a high school/vocational high school education background numbered 11 people (24.4%), while respondents with a Master's degree (S2) were recorded at 7 people (15.5%). This distribution of education levels indicates that the majority of employees have completed higher education, which indirectly reflects their intellectual capacity and academic competency. A person's level of education is considered to influence their thinking patterns, decision-making methods, and ability to complete work, which are formed through the process of learning, experience, and accumulation of knowledge during formal education.

**Table 4 Distribution of Respondents Based on Length of Service**

| Length of Service (Years) | Amount | Percentage (%) |
|---|---|---|
| <10 | 21 | 46.66 |
| 11-20 | 16 | 35.56 |
| 21-30 | 7 | 15.56 |

| | | |
|---|---|---|
| >30 | 1 | 2.22 |
| Amount | 45 | 100 |

Based on the table, it is known that the majority of respondents have a work period of less than 10 years, as many as 21 people (46.66%), followed by a work period of 11–20 years as many as 16 people (35.56%), a work period of 21–30 years as many as 7 people (15.56%), and more than 30 years as many as 1 person (2.22%). This indicates that the majority of employees are in a work phase that is still productive and active in developing skills. This condition is related to this study, because employees with sufficient work period are likely to have a level of work-life balance, work engagement, and work motivation that affect work productivity. Work experience can also encourage employees to be more involved in their work and maintain a balance between personal life and work, thus having an impact on increasing productivity.

**Work Productivity**
### Table 5 Distribution of Respondents for Work Productivity Variable (Y)

| No | Statement | Average | Category |
|---|---|---|---|
| 1 | In carrying out my duties, the work that is my responsibility can generally be completed according to the time target. | 4.07 | Tall |
| 2 | The results of the work I have carried out have met the quality standards set by the agency. | 3.67 | Tall |
| 3. | I try to use my working time effectively and efficiently. | 4.18 | Tall |
| 4. | I try to avoid mistakes in carrying out work | 4.44 | Very high |
| 5. | I carry out work tasks consistently during the workday. | 4.04 | Tall |
| 6. | I use work resources according to needs and provisions | 4.22 | Very high |
| 7. | I try to improve the quality of my work from time to time. | 4.42 | Very high |
| 8. | The work I carry out is generally in accordance with applicable work procedures | 4.44 | Very high |
| 9. | I have the initiative to make improvements in the implementation of work. | 4.07 | Tall |
| 10. | The results of my work support the achievement of the goals of the NTB Provincial Language Center | 3.80 | Tall |

The table shows that the average overall response of respondents to the work productivity variable was 4.14, categorized as high. The highest scores were found in statements regarding efforts to avoid work errors and compliance with applicable procedures, each with a score of 4.44, categorized as very high. Meanwhile, the lowest score was found in statements regarding compliance with work quality standards, with a score of 3.67, but still in the high category. Overall, these results indicate that the work productivity of employees at the West Nusa Tenggara Provincial Language Center is high and has supported the achievement of organizational goals.

**Work motivation**
### Table 6 Distribution of Respondents for Work Motivation Variable (Z)

| No | Statement | Average | Category |
|---|---|---|---|
| 1 | I have the drive to work hard | 4.31 | Very high |

| 2 | I am motivated to complete the work in accordance with applicable regulations. | 3.84 | Tall |
|---|---|---|---|
| 3. | I feel safe and comfortable in carrying out my work duties | 4.53 | Very high |
| 4. | The work environment encourages me to stay enthusiastic about working. | 3.73 | Tall |
| 5. | A harmonious working relationship encourages me to work more optimally. | 4.47 | Very high |
| 6. | Support from my superiors encourages me to work better. | 3.89 | Tall |
| 7. | Recognition for work results increases my motivation | 4.62 | Very high |
| 8. | Recognition for my work results increases my enthusiasm for work. | 4.13 | Tall |
| 9. | I am driven to improve the quality of the work I do. | 3.98 | Tall |
| 10. | The work motivation that I have helps me carry out my responsibilities consistently. | 4.18 | Tall |

Based on the table, the overall average respondent response to the work motivation variable was 4.17, categorized as high, indicating that the work motivation of the West Nusa Tenggara Provincial Language Center employees is at a good level. The highest score was found in the statement regarding appreciation for work results with a score of 4.62 (very high), while the lowest score was found in the aspect of work environment encouragement with a score of 3.73 (high). In general, these results indicate that employee work motivation is categorized as high and plays a positive role in supporting the implementation of tasks and the achievement of organizational goals.

## Work Engagement
### Table 7 Distribution of Respondents for Work Engagement Variable (X2)

| No | Statement | Average | Category |
|---|---|---|---|
| 1 | I carry out my work with a relatively stable spirit. | 4.11 | Tall |
| 2 | I have enough energy to complete work tasks. | 4.11 | Tall |
| 3. | I remain committed to completing the task despite facing challenges. | 4.07 | Tall |
| 4. | I feel proud of the work I do | 3.87 | Tall |
| 5. | The work I do has important meaning to me. | 3.98 | Tall |
| 6. | I demonstrate enthusiasm and dedication in carrying out work duties. | 4.11 | Tall |
| 7. | I can concentrate well while working | 4.09 | Tall |
| 8. | I am fully involved in carrying out work tasks | 4.11 | Tall |
| 9. | I have a strong attachment to my work and am actively involved in the daily execution of the work. | 4.11 | Tall |
| 10. | My involvement in work encourages me to deliver the best work results. | 4.04 | Tall |

Based on the table, the overall average respondent response to the work engagement variable was 4.06, categorized as high. These results indicate that the level of work engagement of

West Nusa Tenggara Provincial Language Center employees is in good condition. The highest average score of 4.11 was found in several statements, including those related to stable work spirit, energy in completing tasks, enthusiasm in work, and active involvement in carrying out work. Meanwhile, the lowest average score was found in the statement regarding pride in work with a score of 3.87, although still in the high category. In general, these findings indicate that employees have a strong level of work engagement, which is reflected in commitment, concentration, and dedication in carrying out tasks, thus potentially supporting increased organizational work productivity.

### *Work Life Balance*

**Table 8 Distribution of Respondents for Work Life Balance Variable (X2)**

| No | Question | Average | Category |
|----|----------|---------|----------|
| 1 | I feel that I can manage my time division between work and personal life quite well. | 3.98 | Tall |
| 2 | Rest time and family life can be managed well without reducing working hours. | 3.93 | Tall |
| 3. | I have sufficient time to rest after completing work. | 4.04 | Tall |
| 4. | The current working hours allow me to balance my personal roles. | 4.07 | Tall |
| 5. | I can focus on work during working hours. | 4.02 | Tall |
| 6. | Work policies and arrangements in the agency support the creation of work-life balance. | 4.18 | Tall |
| 7. | I am satisfied with the balance between work responsibilities and personal life. | 3.87 | Tall |
| 8. | The balance in life that I feel helps me to perform my duties better. | 3.91 | Tall |
| 9. | I feel that the division of time between work and personal life is proportional. | 4.02 | Tall |
| 10. | I can carry out work duties while still paying attention to personal life balance. | 3.98 | Tall |

Based on the table, the overall average respondent response to the work-life balance variable was 4.00, categorized as high. This result indicates that the balance between work and personal life of the West Nusa Tenggara Provincial Language Center employees is in good condition. The highest average score was found in the statement regarding the support of agency policies and work arrangements in creating work-life balance with a score of 4.18, indicating a positive perception of the implemented work system. Meanwhile, the lowest average score was found in the statement regarding the level of satisfaction with the balance of work responsibilities and personal life with a score of 3.87, although still in the high category. In general, these findings indicate that employees are able to manage their time allocation, maintain focus while working, and continue to pay attention to aspects of their personal lives, thus potentially supporting sustainable work productivity increases.

**Normality Test**

**One-Sample Kolmogorov-Smirnov Test**

| | | | Unstandardiz ed Residual |
|---|---|---|---|
| N | | | 45 |
| Normal Parameters[a,b] | Mean | | .0000000 |
| | Std. Deviation | | 2.98353076 |
| Most Extreme Differences | Absolute | | .084 |
| | Positive | | .077 |
| | Negative | | -.084 |
| Test Statistic | | | .084 |
| Asymp. Sig. (2-tailed)[c] | | | .200[d] |
| Monte Carlo Sig. (2-tailed)[e] | Sig. | | .576 |
| | 99% Confidence Interval | Lower Bound | .563 |
| | | Upper Bound | .588 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

**Figure 1 Normality Test**

Based on the results of the normality test using the One-Sample Kolmogorov–Smirnov Test method on unstandardized residuals, a sample size of 45 observations was obtained. The Asymp. Sig. (2-tailed) value of 0.200, which is above the 0.05 significance level, indicates that the data does not deviate from the normal distribution. In addition, the Monte Carlo Significance (2-tailed) results show a value of 0.576 with a 99% confidence level, which also exceeds the 0.05 significance limit. Thus, it can be concluded that the residuals in this research model are normally distributed, so the normality assumption has been met and the data is suitable for further statistical analysis.

**Multicollinearity Test**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 14.591 | 3.855 | | 3.785 | <.001 | | |
| | WORK LIFE BALANCE | .321 | .066 | .510 | 4.897 | <.001 | .999 | 1.001 |
| | WORK ENGAGEMENT | .351 | .071 | .518 | 4.968 | <.001 | .999 | 1.001 |

a. Dependent Variable: MOTIVASI KERJA

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | -.761 | 4.024 | | -.189 | .851 | | |
| | WORK LIFE BALANCE | .295 | .074 | .398 | 3.991 | <.001 | .636 | 1.572 |
| | WORK ENGAGEMENT | .261 | .080 | .326 | 3.249 | .002 | .629 | 1.589 |
| | MOTIVASI KERJA | .473 | .139 | .401 | 3.399 | .002 | .456 | 2.195 |

a. Dependent Variable: PRODUKTIVITAS KERJA

**Figure 2 Multicollinearity Test**

Multicollinearity test was conducted to detect strong relationships between independent variables in the regression model, using the criteria of Tolerance >0.10 and VIF <10 from the SPSS Coefficients table. In the first model (dependent: work motivation), Tolerance Work Life Balance and Work Engagement were each 0.999 (>0.10), and VIF 1.001 (<10), indicating no multicollinearity. In the second model (dependent: work productivity), Tolerance Work Life Balance was 0.636, Work Engagement 0.629, and Work Motivation 0.456 (all >0.10), with VIF

1.572; 1.589; and 2.195 (all <10), so the model was free of multicollinearity and worthy of being continued.

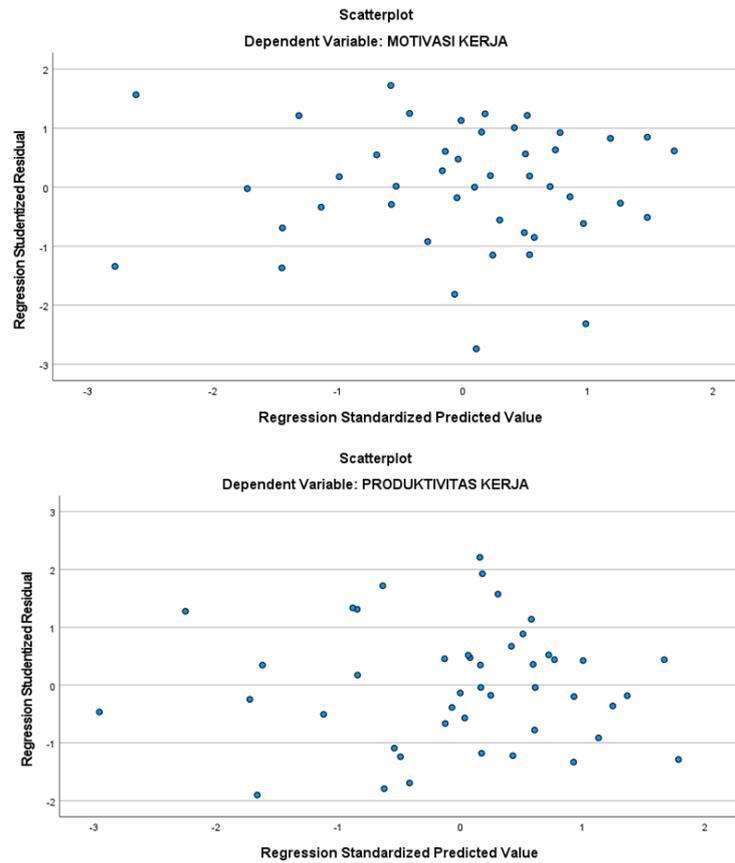## Heteroscedasticity Test





**Figure 3 Heteroscedasticity Test**

Based on observations of the scatterplot graph for the regression model with work motivation and work productivity as dependent variables, it can be seen that the data points are randomly distributed both above and below zero on the vertical axis and do not form a specific pattern. This condition indicates that the residual variance is constant. Thus, it can be concluded that both regression models do not experience symptoms of heteroscedasticity, thus meeting the assumption of homoscedasticity and are suitable for further analysis.

## *Path Analysis* and Sobel Test

### Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 14.591 | 3.855 | | 3.785 | <.001 |
| | WORK LIFE BALANCE | .321 | .066 | .510 | 4.897 | <.001 |
| | WORK ENGAGEMENT | .351 | .071 | .518 | 4.968 | <.001 |

a. Dependent Variable: MOTIVASI KERJA

Based on the results of the regression analysis in the Coefficients table with the dependent variable of work motivation, it is known that the Work Life Balance variable has a calculated t value of 4.897 with a significance level of less than 0.001, which is smaller than the significance limit of 0.05. In addition, the calculated t value is also greater than the t table value of 2.019. These

results indicate that Work Life Balance has a significant effect on the work motivation of employees of the West Nusa Tenggara Provincial Language Center. Thus, the better the balance between work life and personal life felt by employees, the greater the tendency for work motivation to increase.

**H1: Work Life Balance (X1) has a positive and significant effect on Work Motivation (Z)**

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 14.591 | 3.855 | | 3.785 | <.001 |
| | WORK LIFE BALANCE | .321 | .066 | .510 | 4.897 | <.001 |
| | WORK ENGAGEMENT | .351 | .071 | .518 | 4.968 | <.001 |

a. Dependent Variable: MOTIVASI KERJA

Furthermore, the Work Engagement variable shows a t-value of 4.968 with a significance level of less than 0.001, which is smaller than the significance limit of 0.05. In addition, the t-value is also greater than the t-table value of 2.019. These results indicate that Work Engagement has a significant influence on the work motivation of employees of the West Nusa Tenggara Provincial Language Center. Thus, the second hypothesis (H2) in this study is declared accepted.

**H2: Work Engagement (X2) has a positive and significant effect on Work Motivation (Z)**

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.761 | 4.024 | | -.189 | .851 |
| | WORK LIFE BALANCE | .295 | .074 | .398 | 3.991 | <.001 |
| | WORK ENGAGEMENT | .261 | .080 | .326 | 3.249 | .002 |
| | MOTIVASI KERJA | .473 | .139 | .401 | 3.399 | .002 |

a. Dependent Variable: PRODUKTIVITAS KERJA

Based on the results of the regression analysis with the dependent variable of work productivity, it is known that the Work Life Balance variable (X1) has a calculated t value of 3.991 with a significance level of less than 0.001, which is smaller than the significance limit of 0.05. In addition, the calculated t value is also greater than the t table value of 2.019. This finding indicates that Work Life Balance has a significant effect on the work productivity of employees of the West Nusa Tenggara Provincial Language Center, so that the hypothesis proposed in this study can be accepted.

**H3: Work Life Balance (X1) has a positive and significant effect on Work Productivity (Y)**

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.761 | 4.024 | | -.189 | .851 |
| | WORK LIFE BALANCE | .295 | .074 | .398 | 3.991 | <.001 |
| | WORK ENGAGEMENT | .261 | .080 | .326 | 3.249 | .002 |
| | MOTIVASI KERJA | .473 | .139 | .401 | 3.399 | .002 |

a. Dependent Variable: PRODUKTIVITAS KERJA

Furthermore, the Work Engagement variable (X2) shows a t-value of 3.249 with a significance level of 0.002, which is smaller than the significance limit of 0.05. In addition, the t-value is also greater than the t-table value of 2.019. These results indicate that Work Engagement

has a significant effect on the work productivity of employees at the West Nusa Tenggara Provincial Language Center. Thus, the hypothesis proposed in this study can be accepted.

**H4: Work Engagement (X2) has a positive and significant effect on Work Productivity (Y)**

### Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.761 | 4.024 | | -.189 | .851 |
| | WORK LIFE BALANCE | .295 | .074 | .398 | 3.991 | <.001 |
| | WORK ENGAGEMENT | .261 | .080 | .326 | 3.249 | .002 |
| | MOTIVASI KERJA | .473 | .139 | .401 | 3.399 | .002 |

a. Dependent Variable: PRODUKTIVITAS KERJA

In addition, the Work Motivation (Z) variable as an intervening variable shows a calculated t value of 3.399 with a significance level of 0.002, which is smaller than the significance limit of 0.05. The calculated t value is also greater than the t table value of 2.019. These results indicate that work motivation has a significant effect on employee work productivity. Thus, Hypothesis 5 (H5) in this study is declared accepted.

**H5: Work Motivation (Z) has a positive and significant effect on Work Productivity (Y)**

| Input: | | Test statistic: | Std. Error: | p-value: |
|---|---|---|---|---|
| $a$ 0.321 | Sobel test: | 2.78819512 | 0.05445566 | 0.00530026 |
| $b$ 0.473 | Aroian test: | 2.74945167 | 0.05522301 | 0.00596951 |
| $s_a$ 0.066 | Goodman test: | 2.82862398 | 0.05367734 | 0.00467486 |
| $s_b$ 0.139 | Reset all | | Calculate | |

Based on the results of the data analysis, it is known that work motivation plays a significant role as a mediating variable in the relationship between Work-Life Balance and work productivity. This is indicated by the calculated Z value of 2.788, which is greater than the critical limit of 1.96. In addition, the significance value of 0.0053, which is less than 0.05, further strengthens the existence of a mediating effect in this research model. Theoretically, these findings indicate that Hypothesis 6 (H6) in this study can be accepted.

**H6: The effect of Work Life Balance (X1) on Work Productivity (Y) through Work Motivation (Z) as a mediating variable, the results of the Sobel test show that Work Motivation significantly mediates the relationship between Work Life Balance and Work Productivity.**

| Input: | | Test statistic: | Std. Error: | p-value: |
|---|---|---|---|---|
| $a$ 0.351 | Sobel test: | 2.80302551 | 0.05922993 | 0.00506257 |
| $b$ 0.473 | Aroian test: | 2.76490742 | 0.0600465 | 0.0056939 |
| $s_a$ 0.071 | Goodman test: | 2.84276488 | 0.05840195 | 0.00447241 |
| $s_b$ 0.139 | Reset all | | Calculate | |

Based on the results of the mediation test using the Sobel Test, it is known that work motivation is proven to significantly mediate the relationship between Work Engagement and work productivity. This is indicated by the Test Statistic (Z count) value of 2.803, which is greater than the limit value of 1.96. In addition, the p-value obtained is 0.005, which is below the 0.05

significance level. Thus, these results indicate that the mediating role of work motivation in the relationship between Work Engagement and work productivity is proven to be significant, so that Hypothesis 7 (H7) in this study is declared accepted.

**H7: The influence of Work Engagement (X2) on Work Productivity (Y) through Work Motivation (Z) as a mediating variable, the results of the Sobel test show that Work Motivation is proven to mediate the influence of Work Engagement on Work Productivity.**

## CONCLUSION

. This study concludes that Work Life Balance and Work Engagement have a positive and significant effect on the Work Productivity of West Nusa Tenggara Province Language Center employees, both directly and indirectly through Work Motivation as a mediating variable that is proven strong based on the Sobel test ($Z>1.96$, $p<0.05$). This finding is strengthened by the high average scores on all four variables (productivity 4.14; motivation 4.17; engagement 4.06; balance 4.00), which reflects the condition of productive employees despite facing high demands in the public sector. Practically, these results imply the need for flexible policies such as working hour arrangements and welfare support to strengthen organizational motivation and performance. The study relies on a census sampling of only 45 respondents, which limits generalizability to the broader population, and relies on self-report questionnaire data, which is susceptible to subjective bias. Future research is recommended to expand the sample to other language centers, integrate longitudinal data or actual behavioral observations, and explore moderating variables such as organizational culture or digital workload for more robust model testing.

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