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INDIVIDUAL CHARACTERISTICS, WORK–LIFE BALANCE, AND ORGANIZATIONAL CULTURE IN SHAPING EMPLOYEE PERFORMANCE: EVIDENCE FROM THE PENARUNGAN VILLAGE OFFICE, BADUNG, BALI

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ABSTRACT

Individuals who have high productivity and play a major role in an organization, whether in an institutional or corporate environment, are referred to as human resources (HR). In this context, HR is considered a valuable asset to the organization. The purpose of this research is to analyze and explain the relationship between individual characteristics, work-life balance, and organizational culture on employee performance. This research was conducted at the Penarungan Badung Village Office. The background of this research is based on the research gap in previous studies and the differences in the focus of discussion related to the three variables. In addition, the issue of employee absenteeism fluctuations at the Penarungan Badung Village Office, with an average of 3.99% in 2023, also prompted this quantitative research with 32 respondents. The data obtained through questionnaires were analyzed using multiple linear regression, correlation and determination coefficient analysis, and hypothesis testing (F-test and t-test). The findings of the study consistently show that individual characteristics, work-life balance, and organizational culture each have a positive and significant effect on employee performance at the Penarungan Badung Village Office.

Keywords: individual characteristics, work-life balance, organizational culture, employee performance

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1. INTRODUCTION

Individuals who have high productivity and play a major role in an organization, whether in an institutional or corporate environment, are referred to as Human Resources (HR). In this context, HR is considered a valuable asset to the organization. Therefore, it is important to provide appropriate training and development to improve their capabilities. Thus, effective HRM will contribute to the achievement of the organization's overall goals and success (Susan, 2019).

Companies continuously and sustainably strive to ensure that all work is carried out in the most effective and efficient manner possible. High-quality employees have the ability to contribute in line with company expectations, which include various aspects such as work performance, loyalty to the organization, and a positive attitude. However, many companies face challenges related to HR management, which is a source of problems in achieving a company's goals (Pangabean, 2022).

This problem extends not only to large, profitable corporations, but also affects all levels of state bureaucracy, including at the village government level. Penarungan Badung is located at Jl. Gunung Sari Penarungan, Mengwi District, Badung Regency, Bali. In running operations at the village office, professional workers or employees are needed to maximize profits and goals. Based on the researcher's observations and interviews with the village head, there is a phenomenon of declining employee performance, as seen from the attendance records of Penarungan Badung Village Office employees in 2023, as follows:

Table 1. Employee Absenteeism Rate at the Penarungan Badung Village Office in 2023

Month	Employees (people)	Working Days (days)	Expected Working Days (days)	Absences (days)	Actual of Working Days (days)	Absenteeism Rate (%)
1	2	3	4=2x3	5	6=4-5	7 = (5/4) x 100%
January	32	18	576	26	550	4.51
February	32	20	640	24	616	3.75
March	32	23	736	27	709	3.66
April	32	18	576	25	551	4.34
May	32	22	704	28	676	3.97
June	32	21	672	24	648	3.57
July	32	20	640	27	613	4.21
August	32	19	608	26	582	4.27
September	32	20	640	26	614	4.06
October	32	22	704	25	679	3.55
November	32	22	704	27	677	3.83
December	32	19	608	26	582	4.27
Total		244	7808	311	1497	47.99
Average		20.33	650.6	25.91	624.75	3.99

Source: Penarungan Badung Village Office, 2024

According to the information presented in Table 1, it can be interpreted that at the Penarungan Badung Village Office, employee absenteeism rates fluctuate, with increases and decreases occurring every month. The average employee absenteeism rate at the village office was recorded at 3.99% during 2023. This condition indicates that there is dynamism in employee attendance, which can be influenced by various factors. According to Antara et al. (2023), employee absenteeism rates can be categorized based on their percentage: if it is in the range of 0% to 3%, it is considered good or normal; between 3% and 10% is considered poor or abnormal; and if it exceeds 10%, it is considered unreasonable and requires serious attention from the agency. This high absence rate is often caused by several factors, such as employee tardiness, work not being completed on time, and negligence in carrying out tasks. When this happens continuously, over time it will become a major problem for the overall performance of the company.

According to information obtained by researchers during initial surveys and observations with two employees at the Penarungan Badung Village Office, there are problems with individual characteristics, such as a lack of initiative among employees. This is because some employees tend to wait for orders from their superiors and are not proactive in completing tasks. In addition, many employees are often late, absent, and even do not pay attention to the rules that are not strictly enforced. The research gap from the results of previous studies by Sukmawati, et al. (2020), Galung, et al. (2022), and Sapta and Jaya (2021) found that the individual characteristics of an employee greatly affect their performance. However, this contradicts the results of the study by Lumanauw (2022), which found the opposite result.

Work-life balance is a concept that describes a healthy balance between work and personal life, with the aim of minimizing conflict between the two (Suratno, 2021). According to the information obtained by the researcher during the initial survey and observation with two employees at the Penarungan Badung Village Office, there are problems with work-life balance, such as time balance, where it appears that some employees are unable to manage their time between office work and family matters. This is because many tasks are delayed ( ) at the office because employees prioritize their families during working hours. The research gap from previous studies by Sayekti (2022), Mardiani and Widiyanto (2021), and Lukmiati (2020) found that an employee's work-life balance has a positive effect on their performance. However, this contradicts the research by Saifullah (2020) and Permadi et al. (2023), which found the opposite results.

According to Andi (2020), organizational culture plays a role in shaping how individuals set goals, both in personal and professional contexts, and influences their working methods. Based on the information obtained by the researcher during the initial survey and observation with two employees at the Penarungan Badung Village Office, there are problems with the organizational culture, such as employee discipline, as seen in the enforcement at the Penarungan Badung Village Office. This is because there are no clear and consistent sanctions for disciplinary violations, making employees feel that the rules do not need to be obeyed. This statement is reinforced by the research of Dunggio (2020), Rivai (2020), and Andi (2020), who found that the organizational culture in a company greatly influences the performance of the company's employees. However, this contrasts with the research of Darmawan (2022), who found the opposite.

2. LITERATURE AND HYPOTHESIS

Goal Setting Theory

This theory discusses specific and difficult but realistic goals, showing superior performance compared to those who have no goals at all. Supporting factors include adequate ability, acceptance of goals, and relevant performance feedback. According to Goal Setting Theory, optimal performance is achieved when a person has specific and challenging goals, provided that these goals are achievable. In addition, sufficient ability, commitment to goals, and constructive feedback also play an important role.

Individual Characteristics

Individual characteristics include various aspects such as attitude, personality, character, beliefs, and values. According to Tri (2021), individual characteristics in the context of work include many things, such as an employee's attitude and interests expressed in the environment/company. Lumanauw (2022) defines individual characteristics as a psychological process that influences how an employee can obtain, use, and gain services and experiences. Aktarina (2019) further clarifies that each employee has unique characteristics that distinguish them from other employees in terms of their ability to maintain and optimize performance.

Work-Life Balance

Luthfiyani (2019) defines work-life balance as an employee's ability to balance their commitment to solving problems at work and outside of work (personal life). Furthermore, it is also explained that work-life balance is defined as a condition in which employees experience little conflict and can perform their roles well both at work and in the family (Badrianto and Ekhsan, 2021). This includes the ability to effectively divide time, energy, and attention between the two domains so that there are no significant conflicts and individuals can fulfill their roles and responsibilities in both.

Organizational Culture

Slater and colleagues (2019) state that organizational culture consists of a set of values that must be adhered to. Understanding and applying these values then forms habits that serve as guidelines for employees to work and carry out tasks according to the rules and customs of the company, thereby improving employee performance. According to Wahyudi and Tupti (2019), organizational culture is a collection of values and beliefs held in common by employees in a company and distinguishes it from other companies. This culture influences how members of the organization think, feel, and act, and serves as a guideline for their behavior and decision-making.

Employee Performance

Lubis and colleagues (2019) define performance as the results achieved from an activity that can be measured based on previously agreed benchmarks, such as targets or standards that must be achieved. According to Sukrispiyanto (2019), performance is a series of processes that produce the final results of various activities carried out to complete the tasks or work of an employee/staff member as determined by a company/organization. Performance includes achievements (output) as well as the processes or actions taken to achieve those results (process).

Research Hypothesis

The Influence of Individual Characteristics on Employee Loyalty

Two separate studies, by Sukmawati (2020) and Ratnasari et al. (2020), investigated/analyzed the influence of individual characteristics on employee performance. Both, despite using slightly different methodologies, found consistent results indicating a strong statistical relationship between the two variables, namely that individual characteristics have a positive and significant influence on employee performance, thus further supporting/reinforcing the argument that individual characteristics are an important factor in predicting improvements in employee performance.

H1: Individual characteristics have a positive effect on employee performance at the Penarungan Badung Village Office

The Influence of Career Development on Employee Loyalty

Two separate studies, by Wijayanti (2023) and Putri and Frianto (2023), produced similar findings, namely that work-life balance has a positive effect on employee performance. The study by Putri and Frianto (2023) even specifically states that the effect is "positive and significant," indicating a strong statistical relationship between the two variables.

H2: Work-life balance has a positive effect on employee performance at the Penarungan Badung Village Office

The Influence of Compensation on Employee Loyalty.

Two separate studies by Rosdiana et al. (2023) and Rivai (2020) concluded that there is a significant relationship between organizational culture and employee performance. Rivai's (2020) study even specifically states that the effect is "positive and significant," indicating a strong statistical relationship between the two variables.

H3: Organizational culture has a positive effect on employee performance at the Penarungan Badung Village Office

3. RESEARCH METHODOLOGY

This research analyzes and explains the influence of individual characteristics, work-life balance, and organizational culture on employee performance at the Penarungan Village Office, Badung, located on Jalan Gn Sari Penarungan Mengwi Badung. Given the limited number of employees, namely only 32 people, this study involved all employees as respondents. In other words, a census- t was conducted on the entire employee population. The research data was obtained through direct observation of employee activities and in-depth interviews. Furthermore, the collected data was analyzed quantitatively using multiple linear regression techniques to identify the relationship between the research variables.

4. RESULTS AND DISCUSSION

Instrument Test Results

a) Validity Test

Validity testing is an important procedure in ensuring that the questionnaire used in the study actually measures the concepts/variables to be studied. A questionnaire can only be said to be "valid" when all the questions in it accurately reflect the items in each indicator. One common method implemented is to calculate the correlation value between the scores on each question item compared to the total questionnaire score. If the correlation coefficient value obtained is "0.300" or higher, it is concluded that the question item is considered "valid." This will be further presented in tabular form to facilitate interpretation:

Table 2. Validity Test Results

Variable	Statement	Validity	
		Correlation Coefficient	Description

Individual Characteristics (X1)	X1.1	0.935	Valid
	X1.2	0.815	Valid
	X1.3	0.913	Valid
	X1.4	0.920	Valid
Work-Life Balance (X2)	X2.1	0.876	Valid
	X2.2	0.952	Valid
	X2.3	0.903	Valid
Organizational Culture (X3)	X3.1	0.738	Valid
	X3.2	0.765	Valid
	X3.3	0.728	Valid
	X3.4	0.823	Valid
	X3.5	0.847	Valid
Employee Performance (Y)	Y.1	0.864	Valid
	Y.2	0.847	Valid
	Y.3	0.840	Valid
	Y.4	0.914	Valid

Source: Processed data, 2024

According to the information presented in the table, each item of each variable is valid. This conclusion is based on the criterion that each item value is above 0.300.

b) Reliability Test

Only "valid" items were tested for reliability. A valid questionnaire is not necessarily reliable, but a reliable questionnaire must be valid. A simple analogy is that an accurate target (valid) does not necessarily always hit the same point (reliable). This means that when researchers distribute questionnaires to respondents at different times, but to the same people, the results are expected to be consistent. According to Ghozali (2021:47), an instrument is considered reliable if the Cronbach's Alpha (α) value produced is > 0.60.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Individual Characteristics (X1)	0.915	Reliable
Work-Life Balance (X2)	0.891	Reliable
Organizational Culture (X3)	0.838	Reliable
Employee Performance (Y)	0.887	Reliable

Source: Processed data, 2024

Referring to Table 3, all research variables can be considered "reliable" because they show Cronbach Alpha coefficient values above 0.60.

Classical Assumption Test

a) Normality Test Results

In regression analysis, the assumption of normality is usually related to residuals (the difference between the values predicted by the model and the actual values). If the residuals are normally distributed, then several important properties of the regression model are fulfilled, such as efficient parameter estimation and valid hypothesis testing.

Table 4. Normality Test Results

Description	Sig
N	32
Test Statistic	0.085
Asymp. Sig (2-tailed)	0.200

Source: Processed data, 2024

According to the information presented in Table 4, a significance value of 0.200 was obtained. Because this value is > 0.05, the regression model meets the assumption of normality because it has met the requirement of being normally distributed.

b) Multicollinearity Test Results

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF	Description
Individual Characteristics (X1)	0.584	1.713	Free of Multicollinearity
Work-Life Balance (X2)	0.452	2.212	Free of Multicollinearity
Organizational Culture (X3)	0.435	2.297	Free of Multicollinearity

Source: Processed data, 2024

Based on Table 5, there is no evidence of multicollinearity. This conclusion is based on two main criteria: the Tolerance value for each independent variable (individual characteristics, work-life balance, and organizational culture) is greater than 0.10, and the Variance Inflation Factor (VIF) value for each variable is less than or equal to 10.

c) Heteroscedasticity Test Results

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig.	Description
Individual Characteristics (X1)	0.817	Free Heteroscedasticity
Work-Life Balance (X2)	0.790	Free Heteroscedasticity
Organizational Culture (X3)	0.830	Free Heteroscedasticity

Source: Processed data, 2024

The results presented in Table 6 show that there is no evidence of heteroscedasticity. This conclusion is based on the main criterion, namely that the absolute value of the residual is greater than 0.05.

Multiple Linear Regression Equation Results

Changes in employee performance at the Penarungan Badung Village Office influenced by individual characteristics, work-life balance, and organizational culture were analyzed using a technique called multiple linear regression analysis.

Table 7. Summary of Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.326	1.562		0.209	0.836
Individual Characteristics (X1)	0.262	0.111	0.271	2.351	0.026
Work-Life Balance (X2)	0.502	0.160	0.410	3.131	0.004
Organizational Culture (X3)	0.336	0.136	0.329	2.467	0.020
R					0.885
R-Square					0.783
Adjusted R-Square					0.759
F Statistic					33.597
F Test Significance					0.000

Source: Processed data, 2024

Based on the information presented in Table 7, the following is obtained:

$Y = 0.326 + 0.262X_1 + 0.502X_2 + 0.336X_3$, where Y represents Employee Performance, X1 represents Individual Characteristics, X2 represents Work-Life Balance, and X3 represents Organizational Culture. The interpretation of this equation is:

a = 0.326 "if all independent variables have a value of zero (constant), Employee Performance is 0.326"

b_1 = The coefficient of X1 (b1) of 0.262 "indicates a positive effect of Individual Characteristics on Employee/Worker Performance." This means that the better the individual characteristics of an employee/worker, the higher their performance.

b_2 = The coefficient X2 (b2) of 0.502 "indicates a positive effect of Work-Life Balance on Employee Performance." This means that the more balanced the work-life balance of employees, the higher their performance.

b_3 = The coefficient of X3 (b3) is 0.336, indicating a positive influence of Organizational Culture on Employee Performance. This means that the better the organizational culture implemented, the higher the performance.

Determination Test Results

This was conducted to determine the combined contribution of individual characteristics, work-life balance, and organizational culture, with the aim of explaining the variation in employee performance at the Penarungan Village Office. In other words, this analysis measures how well the regression model is able to predict employee performance based on the independent variables studied in Badung. Based on Table 5.7, the R Square value is "0.759". This means that the three independent variables only affect employee performance at the Penarungan Village Office in Badung by "75.9%", while "24.1%" is influenced by other factors s that were not examined in this study.

F-Test Results

Statistical analysis proves that the combination of employee individual characteristics, work-life balance, and organizational culture significantly and positively influences employee performance. The F-test results show a very small significance value (0.000), far below the general threshold (0.05), indicating that the influence of these factors is very strong and not coincidental.

t-Test Results

The t-test results partially show the influence of individual characteristics, work-life balance, and organizational culture on employee performance at the Penarungan Badung Village Office. The research results, as interpreted in Table 7, indicate that simultaneously, the three variables have a positive effect on employee performance at the Penarungan Badung Village Office.

Discussion of Research Results

The Influence of Individual Characteristics on Employee Performance

The research findings indicate that the individual characteristics of employees (X1) have a positive and statistically significant impact on employee performance (Y) at the Penarungan Badung Village Office ( ). Employees with good individual characteristics can influence their performance in carrying out their work and responsibilities. Employees need to have good character in order to carry out the work assigned by the company. When an employee firmly upholds positive character, it will become an ability to improve the performance of employees in a company. This statement is further supported by research from Sukmawati (2020), Suardani (2021), Sukmawati (2020), Ratnasari, et al. (2020) .

The Influence of Work-Life Balance on Employee Performance

The research findings indicate that work-life balance (X2) has a positive and statistically significant impact on employee performance (Y) at the Penarungan Badung Village Office. This shows that employees who experience a significant or gradual improvement in work-life balance will feel satisfied with their work, which will contribute to higher performance. This statement is supported by Lukmiati (2020), Minarika (2020), Wijayanti (2023), Putri and Frianto (2023).

The Influence of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture (X3) has a positive and statistically significant impact on employee performance (Y) at the Penarungan Badung Village Office. Organizational culture can affect employee performance, either positively or negatively, depending on the values, beliefs, and norms that are embraced. The stronger and more cohesive the organizational culture, the more it can improve performance through employee engagement and the formation of effective strategies. A strong organizational culture, with values and norms that support high performance, can bind employees together, facilitate coordination, and form effective strategies. This statement is consistent with previous studies by Febriani (2023), Pranitasari (2020), Rosdiana, et al. (2023), and Rivai (2020).

5. CONCLUSION AND LIMITATIONS

Conclusion

The results of the study indicate that individual characteristics have a positive and significant impact on employee performance at the Penarungan Badung Village Office, where an increase in employee individual characteristics correlates with an increase in their performance. In addition, work-life balance has been proven to have a positive and significant effect on employee performance at the Penarungan Badung Village Office, where the balance between an employee's work and personal life correlates with an increase in their performance. Organizational culture also has a positive and significant influence on employee performance at the Penarungan Badung Village Office, where efforts to spread a positive aura in the organizational culture contribute to improved employee performance. Thus, these three factors play a mutually supportive role in improving employee performance at the Penarungan Badung Village Office.

Limitations

This study limits its focus to three independent variables, namely individual characteristics, work-life balance, and organizational culture. Therefore, further research is expected to include other variables that also affect employee performance, such as leadership, motivation, competence, and compensation. The addition of these variables is expected to provide a more comprehensive picture and broaden the generalization of the research results, thereby enriching the understanding of the factors that influence employee performance.

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