

The Role of Individual Characteristics, Work Life Balance and Work Discipline on Employee Performance

Cicih Roehati¹, Maflikhatus Syahfira², Lisa Harry Sulistiyowati³

¹ Universitas Swadaya Gunung Jati, Indonesia; cicihroehati@gmail.com

² Universitas Swadaya Gunung Jati, Indonesia; maflikhatussyahfira@gmail.com

³ Universitas Swadaya Gunung Jati, Indonesia; lisasulistiyowati128@gmail.com

Received: 21/03/2025

Revised: 08/05/2025

Accepted: 06/06/2025

Abstract

The objective of this research is to explore and assess the extent to which individual traits, the harmony between occupational and personal responsibilities, as well as adherence to organizational policies, influence the productivity of employees in Regional Public Companies located in West Java. This investigation utilized a quantitative approach, engaging a total workforce of 140 individuals. Following the exclusion of directors and non-permanent staff, the final sample comprised 130 respondents who filled out a structured questionnaire. The analysis of the data demonstrated that each of the three examined aspects significantly affects employee output. The statistical outcomes indicated that individual characteristics, work-life integration, and compliance with company regulations notably contribute to employee productivity, as evidenced by a significance value of 0.001, which is well below the 0.05 threshold, and t-values greater than 1.978. Moreover, the determination coefficient (R^2) stood at 0.983, signifying that 98.3% of the variation in performance could be attributed to the studied variables, while only 1.7% was linked to other influences. Additionally, the correlation coefficient (R) was recorded at 0.992, reflecting a very high positive association 99.2% between the measured aspects and work performance. These results underscore the necessity of fostering a supportive work setting, encouraging favorable personal attributes, and maintaining organizational discipline to enhance employee effectiveness within Regional Public Companies in the West Java region.

Keywords

Individual Characteristics; Work Life Balance; Work Discipline; Employee Performance

Corresponding Author:

Cicih Roehati

Universitas Swadaya Gunung Jati, Indonesia; cicihroehati@gmail.com

1. INTRODUCTION

The workforce significantly influences how a company runs, as the success of its objectives relies greatly on the knowledge, abilities, and performance of its staff members. Employee performance is a major factor affecting organizational effectiveness, given that they are unique resources with diverse thoughts, emotions, and characteristics. As a fundamental element in the organization, human resources



© 2025 by the authors. This is an open access publication under the terms and conditions of the Creative Commons Attribution 4.0 International License (CC BY NC) license (<https://creativecommons.org/licenses/by-nc/4.0/>).

contribute to the sustainability of the company through their energy, talent, and creativity. Each employee has different behaviors due to diverse backgrounds and abilities, so these differences affect company performance. From these differences we often see that there are still employees who have poor characteristics that can affect the work results achieved in the company. With poor work results this can certainly affect the productivity of the company so that it can hamper the company's targets to be achieved. Therefore, companies must be able to choose employees with good performance.

As we know that without the right workforce and good behavior the company will not run according to what is expected, because technological advances alone are not enough without a competent workforce to achieve company goals. As stated by (Suyono et al., 2024) adverse impacts on the organization can arise due to low employee performance, which is reflected in various daily behaviors such as tardiness, negligence in carrying out tasks, inaccuracy in attendance, and work without seriousness. This is in accordance with what (Desyinta et al., 2019) in (Syafitri et al., 2023) that each individual in the organization has different characteristics, which affect the dynamics of the company.

The existence of diverse individual characteristics makes differences in employee characteristics that create their own characteristics. The good or bad quality of these individual characteristics depends heavily on the behavior they show in the work environment. According to (Lumanauw, 2022) individual characteristics are psychological processes that play a role in influencing how a person obtains, uses, and responds to the goods, services, and experiences they experience. Research from (M. Daud et al., 2021) Each individual has unique characteristics, which allow companies to select employees who match their criteria and needs.

The company hopes that each employee has skills and expertise that can make a significant contribution in advancing the company as stated by (Simatupang et al., 2021) individual character has a big role in supporting the achievement of the goals of an agency or organization. According to (Kunanti et al., 2022) every individual in a company has a unique perspective, goals, needs, and abilities that distinguish them from one another. These different needs and abilities are influenced by various factors. As stated by (Suyono et al., 2024), individual characteristics cover various aspects, including skills, social background, experience, family history, age, gender, nationality, and other demographic traits. Therefore, it is important for employees to find a balance between their personal lives and professional responsibilities.

Work-life balance significantly impacts employee performance, especially regarding how well individuals can manage their work tasks alongside their personal commitments. (Nadapdap & Harahap, 2023) stated that maintaining harmony between professional duties and personal time greatly influences an employee's enthusiasm. When workers are given the freedom to manage both areas of

their lives effectively, they are generally more driven and demonstrate better results in carrying out their responsibilities (Fajar, 2024). In addition cited in (Telaumbanua et al., 2024) noted that work-life balance can be assessed by how effectively an employee handles various professional demands in his/her life.

Work-life balance is defined as the ability of employees to manage their personal lives alongside their professional responsibilities. This includes time allocation, emotional well-being, and attitudes related to work and personal activities, which include family, social interactions, spiritual activities, hobbies, health, leisure, and personal growth, as stated by (Cindra & Artha, 2021). However, based on the results we find that there are still many employees who cannot separate their personal lives from work. Because there are still many employees who arrive late, leave early, and are undisciplined as a result of their personal affairs that have not been resolved so that this can hinder work and of course will affect the results of employee performance towards the company, so that the company cannot achieve maximum goals. Therefore, the idea of work-life balance is rooted in the belief that personal life and work can enhance each other, fostering a sense of harmony in an individual's overall existence, as expressed by (Affandi & Sutianingsih, 2023) another foundation of the work-life balance concept is employee discipline in complying with company regulations designed to maintain order and support the achievement of maximum performance.

Work discipline is a behavior that reflects obedience and respect for company regulations, both written and unwritten, as well as a willingness to accept predetermined sanctions for violating established rules or responsibilities (Maizar et al., 2023). In research (Nurimansjah, 2023) discipline refers to the behavior demonstrated by workers who consistently arrive at and depart from their workplace according to the designated schedule, complete their responsibilities thoroughly, and adhere to all existing rules and social standards within the organizational setting. The establishment of disciplinary policies by the employer encourages greater adherence to workplace expectations and helps ensure that employees remain consistent in carrying out their duties. When such regulations are clearly defined and implemented, they can foster a stronger sense of responsibility among staff members. According to the view expressed by (Anggraeni et al., 2024). Maintaining consistent work discipline encourages employees to act in line with established guidelines and supports them in finishing their duties based on organizational standards. When such discipline becomes part of daily habits, it significantly affects how well tasks are completed. Individuals who consistently follow rules are more likely to deliver higher levels of performance, which in turn enhances the overall capability of the workforce. Therefore, strengthening adherence to workplace discipline is essential for reaching the best possible outcomes in job performance. (Ariesni & Asnur, 2021). Therefore, understanding the

relationship between individual characteristics, work-life balance and work discipline plays an important role in improving employee performance.

Work performance can be described as the accomplishment of goals and how responsibilities are fulfilled over a designated timeframe. This accomplishment reflects the execution of primary duties and roles, which are carried out in alignment with organizational rules, procedural standards, specific benchmarks, and predefined indicators (Daud et al., 2021). Performance is influenced by three main factors: ability, opportunity, and motivation (Mora et al., 2021). Meanwhile, according to the opinion of (Affandi & Sutianingsih, 2023) performance is the result of a combination of talent, effort, and opportunity as seen through real work performance. Companies need to set performance quality standards so that employees can work in accordance with the expected results. In (Hudayah et al., 2022) performance is the result of the collective activities of an organization's human resources in relation to certain standards and quality levels. Achieving maximum results requires individuals with specific competencies and expertise that support the achievement of the organization's vision and mission. Besides that according to the opinion of (Sasongko & Abidin, 2022) Performance is a concrete manifestation of a plan that has been prepared, which is carried out by human resources with the provision of abilities, competencies, motivation, and interests possessed.

Other factors that affect performance include expectations regarding rewards, motivation, ability or competence, personal needs and characteristics, and recognition of the tasks performed by (Irwan et al., 2024). Furthermore, how individuals perceive their rewards and overall job satisfaction is significant in influencing their work performance. In the opinion of (Pusparani, 2021) performance is a major aspect of management work to manage organizations. Its measures consist of aspects such as the standard of work produced, the volume of tasks completed, the level of accountability, the ability to cooperate with others, and the willingness to take initiative. The existence of good management in the company can improve various aspects of employee performance. Achieving organizational goals is a function of the positive attitudes of employees who try to recognize, classify, and internalize company practices to achieve performance and goals within the company (Solahudin et al., 2024). Therefore, management must understand the various factors and aspects that affect employee performance.

Employee performance is assessed through evaluation to recognize strengths and weaknesses, offer constructive feedback, and set goals for development. Performance reflects the results achieved by individuals or teams in fulfilling their responsibilities to meet organizational goals in a manner that is in accordance with the law, complies with legal standards, and is guided by ethical principles (Pahrori et al., 2024).

Based on the results of observations at the Regional Public Company in West Java that there are still employees who have poor performance. This is due to the lack of employee discipline at work so

that a lot of work is piled up and many files are lost due to employee negligence. So that this can also hinder the company from achieving the desired goals. To be able to measure employee performance, of course, with supervision from the leadership by conducting assessments of employees to further follow up on the results of employee behavior towards the responsibilities given to the company

An important aspect of organizational performance management is employee performance, which is assessed through an assessment process that includes accountability and work results. Performance appraisal is different from evaluation. Performance appraisals aim to measure the extent to which employees carry out tasks effectively, while evaluations focus more on assessing the value and contribution of work to the organization to determine appropriate compensation.

The following is performance appraisal data on Regional Public companies in West Java in the last 3 years.

Table 1. Performance Appraisal Data
EMPLOYEE PERFORMANCE AVERAGE SCORE

NAME OF FIELD	2020	2021	2022
Public Relations Division	80,78	80,33	80,52
Finance Division	80,77	80,38	80,31
Production Division	80,94	81,05	80,71
General Division	81,11	80,83	80,85
Internal Audit Division	80,34	80,05	80,15
Maintenance Division	81,18	80,54	80,22
Research and Development Division	80,94	80,83	80,42
Human Resources Division	81,12	81,18	80,97
Planning and Monitoring Division	80,37	81,15	80,41

Source: Employee Performance Appraisal Data of Regional Public Companies in West Java

The data indicates that from 2020 to 2022, the employee performance evaluations of Regional Public Companies in West Java showed irregular growth. It is evident that the overall assessment of employee performance during these three years fluctuated, impacting the achievement of work objectives. The company must take measures to enhance performance in order to reach targets more consistently and efficiently across all departments. Employee performance can be improved by focusing on personal traits, work-life balance, and strong work ethics. Therefore, this study at the Regional Public Company in West Java aims to explore in greater depth the factors influencing employee performance. Additionally, it intends to offer suggestions that could assist the company in boosting employee performance, enhancing customer satisfaction, and maintaining a positive company reputation. As a result, the researchers seek to understand whether individual traits, work-life balance, and work

discipline influence employee performance within these organizations.

2. METHODS

This research adopts a quantitative methodology, aiming to explore social phenomena by verifying theoretical assumptions through the use of measurable variables expressed in numerical form. The information obtained from participants is then analyzed using statistical procedures to determine how accurately the theoretical predictions align with the actual data. (Ali et al., 2022)

The sampling method applied is total population sampling, in which every member of the population is considered part of the research sample. As cited in (Lanan & Sudarso, 2024) notes that the number of staff members working in Regional Public Companies across West Java amounted to 140. However, after removing individuals holding director-level positions and those with temporary employment status, the final number of participants included in the study was 130. This study explores a range of contributing factors, with personal characteristics, balance between personal and professional life, and adherence to work rules identified as the independent variables (X), while the dependent variable (Y) is employee job performance. Data collection was carried out through the distribution of a structured questionnaire, which employed a five-level Likert scale to capture the extent of respondents' agreement or disagreement with each statement.

The analysis process utilized SPSS version 25. To assess the quality of the measurement instrument, several procedures were implemented, including tests for validity and reliability. The validity assessment focused on construct validity to determine whether the questionnaire items genuinely represented the intended concepts. The consistency of the items was evaluated through Cronbach's Alpha, which measures the coherence among statements and examines the association between the independent and dependent variables.

To evaluate the influence of each independent variable, both individually and collectively, on the job performance of financial managers in organizations, the study applied multiple regression analysis. (Nafiudin et al., 2021) this analytical technique is designed to identify associations among two or more variables, where one variable is presumed to be influenced by the others. Additionally, a multicollinearity test was carried out to verify whether the predictor variables were excessively correlated with one another, as such correlations could distort the analysis outcomes. As noted by (Nafiudin et al., 2021), this assessment helps detect any substantial interconnections among the independent variables used in the regression framework. The results of these analyses are expected to provide meaningful insights into the aspects that may affect the performance of employees within regional public enterprises in West Java.

3. FINDINGS AND DISCUSSION

3.1 Validity Test

Validity assessment is an important phase in research, which aims to determine how effectively the instrument used can accurately measure the intended concept. In obtaining the validity of the questionnaire, one important aspect that needs to be considered is content validity. This validity indicates the extent to which the differences produced by the measurement instrument reflect real differences in the respondents studied.

Table 2. Validity Test Results

Variabe	Indicator	r_{count}	$r_{critical}$	Criteria
Individual Characteristic	X1.1	0,839	0,172	Valid
	X1.2	0,835	0,172	Valid
	X1.3	0,854	0,172	Valid
	X1.4	0,837	0,172	Valid
	X1.5	0,826	0,172	Valid
Work Life Balance	X2.1	0,792	0,172	Valid
	X2.2	0,849	0,172	Valid
	X2.3	0,855	0,172	Valid
	X2.4	0,825	0,172	Valid
Work Discipline	X3.1	0,807	0,172	Valid
	X3.2	0,879	0,172	Valid
	X3.3	0,827	0,172	Valid
	X3.4	0,812	0,172	Valid
	X3.5	0,834	0,172	Valid
	X3.6	0,793	0,172	Valid
	X3.7	0,851	0,172	Valid
	X3.8	0,820	0,172	Valid
	X3.9	0,838	0,172	Valid
Employee Performance	Y1.1	0,868	0,172	Valid
	Y1.2	0,815	0,172	Valid
	Y1.3	0,830	0,172	Valid
	Y1.4	0,870	0,172	Valid
	Y1.5	0,782	0,172	Valid

Source: Data Processing, 2025

The validity appraisal outcomes indicate each component measurement is deemed acceptable, as the observed R figures surpass threshold R values. Consequently, all inquiry implements provided to study respondents satisfy the established validity benchmarks. According to research by (Sanaky et al., 2021). A survey tool achieves validity when its inquiries successfully capture the intended subject matter for evaluation.

3.2 Reliability Test

Reliability Test as a mechanism to evaluate survey instruments that function as markers of constructs or variables, as noted by (Sanaky et al., 2021). A survey instrument demonstrates trustworthiness when individuals provide steady answers throughout different periods. Assessment of trustworthiness reveals how stable, precise, and dependable the measurement device proves to be.

Tabel 3. Reliability Test

Variable	Cronbach's Alpha	Limit Of Reability	Criteria
Individual Characteristic	0.892	0,60	Reliabel
<i>Work Life Balance</i>	0.850	0,60	Reliabel
Work Discipline	0.943	0,60	Reliabel
Employee Performance	0.890	0,60	Reliabel

Source: Data Processing, 2025

The examination of the data presented in Table 3 reveals that the correlation coefficient (r) meets or surpasses the minimum threshold required for validity. When the r value exceeds 0.60, it reflects that the variables exhibit a stable pattern. From the analysis, the Cronbach's Alpha score for the individual characteristics variable is 0.892. Meanwhile, the work-life balance variable records a reliability score of 0.850, and the work discipline variable registers a value of 0.943. Furthermore, the dependent variable, which pertains to employee performance, obtains a Cronbach's Alpha of 0.890. As each variable achieves a value above 0.60, it can be concluded that the instrument applied in this research maintains a strong level of reliability throughout the measurement process.

3.3 T Test Analysis

The T-test or partial test in research is used to assess if there is a meaningful relationship between the independent variable and the dependent variable.

Tabel 4. T Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.053	.277		.190	.850
	INDIVIDUAL_CHARACTERISTIC	.296	.063	.295	4.686	<.001
	WORK_LIFE_BALANCE	.479	.089	.387	5.367	<.001
	WORK_DISCIPLINE	.177	.047	.316	3.746	<.001

Source: Data Processing, 2025

Referring to the data in Table 4, the findings reveal that personal attributes significantly influence how employees perform. This is supported by a p-value of 0.001, which is well below the 0.05 threshold,

and a t-score of 4.686, which exceeds the benchmark of 1.978. These figures imply that when assessed independently, personal traits contribute meaningfully to performance outcomes. Moreover, the association between the balance of professional and personal life with work output is clearly evident, marked by a p-value of 0.001 and a t-statistic of 5.367—both indicating strong significance beyond the required limit. This confirms that maintaining equilibrium between job responsibilities and life outside of work can greatly affect how well employees function. Lastly, the impact of adherence to company rules and consistency in behavior is also apparent, as shown by a p-value of 0.001 and a t-value of 3.746, which is greater than the required 1.978. These results highlight that consistent conduct aligned with workplace expectations influences how individuals carry out their roles.

3.4 Simultaneous Test F

Tabel 5. Simultaneous Test F
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	572.037	3	190.679	2480.460	<.001 ^b
	Residual	9.686	126	.077		
	Total	581.723	129			

Source: Data Processing, 2025

The findings derived from the statistical analysis show that the calculated F value amounts to 2480.460, accompanied by a significance level of $\leq .001$, which falls well below the standard threshold of 0.05. This outcome suggests that the F value exceeds the required reference point, as 2480.460 is greater than 2.6. Based on this, it can be concluded that individual traits, the equilibrium between job-related responsibilities and personal time, along with compliance with workplace rules, collectively influence the quality of employees' job performance. This points to the idea that each of these factors plays a measurable role in enhancing how effectively staff members carry out their tasks.

3.5 Correlation and Determination Coefficient Test

To assess how well the model explains the variation in the dependent variable, especially when several predictors are included, one can apply either the R-Squared value or its adjusted version. R^2 serves as a tool to determine the degree to which the independent variables can collectively account for changes observed in the dependent variable. This metric illustrates how strong the connection is between the predictors and the outcome being analyzed. The findings obtained from analyzing both the correlation coefficient and the coefficient of determination are presented in the following table.

Tabel 6. Coefficient Determination
Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.992 ^a	.983	.983		.277

Source: Data Processing, 2025

The findings from the correlation and determination coefficients are as follows:

1. A coefficient of determination (R^2) of 0.983 indicates that approximately 98.3% of the variation in job performance can be explained collectively by personal attributes, the balance between personal and professional life, and adherence to work-related rules, while the remaining 1.7% is attributed to other unaccounted influences outside this framework..
2. The R value, which reflects the strength of the correlation, is 0.992, signifying a very strong positive connection between individual traits, work-life harmony, work discipline, and job performance, contributing to 99.2%.

3.6 Multicollinearity Test

The outcome of the multicollinearity assessment is determined by examining the tolerance value alongside the variance inflation factor (VIF). A tolerance value exceeding 0.10 in a regression model indicates the absence of multicollinearity. Conversely, if the tolerance value is below 0.10, it implies that multicollinearity may be affecting the model.

Tabel 7. Multikolinearitas

Model	Colinearity Statistics	
	Tolerance	VIF
Employee performance	0.033	29.974
<i>Work Life Balance</i>	0.025	39.374
Work discipline	0.019	53.740

Source: Data Processing, 2025

To evaluate the association among the predictor variables, please refer to the table provided. The findings reveal that each predictor displays a variance inflation factor (VIF) above 0.10 and a tolerance score below 0.10, indicating that multicollinearity is likely present between the predictors and the outcome variable.

Discussion

Effect of Individual Characteristics on Employee Performance

Drawing from the outcomes of the data analysis, the investigation identified a regression coefficient with a significance value of 0.001, which falls below the threshold of 0.05. Additionally, the t-statistic reached 4.686, surpassing the reference value of 1.978. As a result, the first proposed

hypothesis (H1) was not supported, while the second hypothesis (H2) was confirmed. These results indicate that individual traits show a meaningful and constructive influence on the job performance of employees at Regional Public Companies across West Java. The research outcomes point to the conclusion that the distinctive attributes possessed by employees enhance their productivity within the organization. Staff members with strong personal qualities tend to exhibit higher levels of performance. The results of this study are in accordance with the findings of (Ferayani & Febriani, 2024), which state that individual character has a significant influence on employee performance.

The outcomes of this study are consistent with the views presented by (Kunanti et al., 2022) which state that employees with superior qualities are more efficient in completing tasks, leading to optimal performance and positively influencing the organization. On the other hand, employees with negative traits hinder the organization's operations and growth. Personal attributes include factors such as age, gender, educational background, marital status, and tenure. For example, as people age, discipline tends to decrease. There is no significant difference in the abilities, motivation, or learning skills between men and women. Employees who are married tend to be more stable, viewing their work as a guarantee for the future. Those with more dependents are more likely to remain with the company, while long work experience generally leads to greater comfort and security, especially in terms of age-related policies.

The outcomes of this research align with the views expressed by (Zulkarnen et al., 2020) who highlight that individual characteristics, such as one's drive and capacity to overcome obstacles, contribute to differentiating people from one another. In addition, (Simatupang et al., 2021) emphasize that a person's knowledge, competence, and enthusiasm can influence how well they carry out their responsibilities within a workplace setting.

This study's findings also strengthen the conclusion drawn by (Kunanti et al., 2022), indicating a meaningful and beneficial link between personal characteristics and job performance. Differences in how individuals behave and respond can lead to varying levels of achievement in the workplace. Those who exhibit constructive qualities are generally more effective in fulfilling their duties, which in turn contributes positively to the overall progress of the organization.

Effect of Work Life Balance on Employee Performance

The results of the regression coefficient analysis indicate a strong and meaningful association between employees' ability to manage their work and personal lives and their job performance within Public Regional Companies in West Java. The statistical output demonstrates a significance value of 0.001 well below the 0.05 benchmark and a t-score of 5.367, surpassing the critical value of 1.978. Consequently, the null hypothesis (H1) is not supported, while the alternative hypothesis (H2) is validated. This outcome highlights that employees tend to perform better when they are supported in maintaining equilibrium between professional obligations and personal life. Such findings are

consistent with the argument presented by (Hasugian et al., 2023), which emphasizes that a person's capacity to manage family, individual needs, and occupational responsibilities serves as a reflection of their overall effectiveness.

In addition, (Anggraeni et al., 2024) found that the ability to maintain this balance has a meaningful influence on how employees carry out their duties. Meanwhile, according to (Mardiani & Widiyanto, 2021) a good work-life balance can increase morale, foster satisfaction with work, and encourage a strong sense of responsibility, both in work and personal life. This perspective helps clarify how workers juggle job expectations alongside personal commitments, allowing them to stay productive, make thoughtful decisions, and remain loyal to their workplace.

Moreover, according to (Wirawan & Sukmarani, 2023) work-life balance refers to how individuals divide their time and energy between work and personal activities. With four related dimensions: (1) job-related demands affecting personal life, (2) personal matters interfering with job performance, (3) professional responsibilities enriching personal experiences, and (4) private life positively influencing work output. In this sense, promoting balance between these two areas becomes a strategy organizations can adopt to help their staff function more effectively, ensuring that performance levels align with organizational standards. (Pradnyani & Rahyuda, 2022) also revealed that work life balance has a positive effect on employee performance. Good performance reflects the work of individuals and teams that meet quality and quantity standards in accordance with the responsibilities given, and supports the achievement of the organization.

Effect of Work Discipline on Employee Performance

Based on the analytical findings, the regression coefficient reveals a meaningful and statistically significant correlation between employees' adherence to workplace regulations and their performance within regional enterprises located in West Java. With a significance level of 0.001 well below the standard threshold of 0.05 and a t-value of 3.746, which exceeds the critical value of 1.978, it is confirmed that the first hypothesis (H1) is not supported, whereas the second hypothesis (H2) is supported.

This outcome suggests that adherence to workplace rules significantly influences how well employees perform their duties. The connection between disciplined behavior and enhanced job performance can be observed through the consistent manner in which employees complete their responsibilities in line with the organization's policies. This statement is in line with the opinion of (Hidayat, 2021) which states that work discipline is compliance with company rules, both written and not, accompanied by a willingness to accept the consequences if violated. This aligns with the perspective presented by (Maswani et al., 2021) who characterize disciplined conduct as behavior that is consistent with company expectations and demonstrates accountability in task execution. When properly maintained, such conduct contributes positively to motivation and facilitates the

accomplishment of both personal and organizational objectives. Based on the findings of (Daspar, 2020) also suggests that work discipline has a positive influence on employee performance, which means that the higher the level of discipline, the higher the employee performance.

According to (Ramadina & Firmansyah, 2020) work discipline is influenced by the regulations applied within the environment. The key dimensions of work discipline include willingness and readiness, with indicators such as: (1) work schedules, time for breaks, and time to leave work; (2) rules on dress code and conduct at the workplace; (3) regulations related to task performance and interactions with other departments; (4) acceptable and unacceptable behaviors for employees within the organization. Additionally, according to (Risma & Arwiyah, 2022) work discipline encompasses four primary dimensions: adherence to time, following agency regulations, complying with workplace behavior rules, and observing other workplace guidelines.

In conclusion, this study demonstrates that work discipline has a positive and significant impact on employee performance. This is consistent with the findings of (Ananda & Hadi, 2023) who emphasize the significance of discipline within organizations, as it encourages most employees to comply, thereby enhancing overall organizational efficiency. This statement is in line with that put forward by (Parta et al., 2023) which states that there is a positive relationship between the level of work discipline and employee performance, a decrease in discipline tends to be accompanied by a decrease in performance, and vice versa.

4. CONCLUSION

The outcomes derived from this study, which underwent several phases of data examination and interpretation, center on how personal attributes, balance between professional and personal life, and adherence to workplace rules shape the effectiveness of employees within Regional Public Enterprises located in West Java. The evidence reveals that these three variables positively and meaningfully affect how well employees carry out their duties. This finding highlights the importance of characteristics inherent to individuals, the ability to manage work alongside private life, and the commitment to workplace standards in boosting job performance. Consequently, organizations are encouraged to prioritize their workers' overall well-being, promoting an environment where personal and professional demands are well-managed. This approach helps staff fulfill organizational expectations and play a productive role in achieving company goals.

Nevertheless, the scope of this investigation is not exhaustive, as it does not account for all possible influences on job performance. Therefore, it is recommended that subsequent research extend its focus to incorporate additional aspects beyond personal traits, work-life harmony, and work discipline. Such expansion may reveal other contributing factors that play a role in shaping employee productivity.

REFERENCES

- Affandi, A. R., & Sutianingsih. (2023). Peran Self Efficacy dalam meningkatkan Work Life Balance, Work Engagement, terhadap Kinerja Pegawai. *Jurnal Ilmu Manajemen Dan Akuntansi*, 11(2), 2023.
- Ali, M. M., Hariyati, T., Pratiwi, Y. M., & Siti, A. (2022). Metodologi Penelitian Kuantitatif Dan Penerapan Nya Dalam Penelitian. In *Education Journal.2022* (Vol. 2, Issue 2).
- Ananda, S., & Hadi, H. K. (2023). Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening. *Jurnal Ilmu Sosial Dan Pendidikan*, 4(5), 587–600. <https://doi.org/10.36418/syntax-imperatif.v4i5.289>
- Anggraeni, F. P., Basalamah, M. R., & Athia, I. (2024). Pengaruh Insentif, Work-Life Balance, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan PT PLN ULP Pandaan. *Jurnal Riset Manajemen*. <http://riset.unisma.ac.id/index.php/jrm>
- Ariesni, S., & Asnur, L. (2021). Disiplin Kerja terhadap Kinerja Karyawan. *Jurnal Penelitian Dan Pengembangan Sains Dan Humaniora*, 5(3), 363–369. <https://ejournal.undiksha.ac.id/index.php/JPPSH>
- Cindra, W. N. P., & Artha, W. I. M. (2021). The Role Of Organizational Commitment to Mediate The Influence Of Work-Life Balance and Workplace Spirituality on Employee Performance: A Study At PT. Puspasari Perkasa. *Economics & Business*. <https://doi.org/10.18551/econeurasia.2021-12>
- Daspar. (2020). Pengaruh Lingkungan, Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 1(02), 159–166. <https://doi.org/10.37366/ekomabis.v1i02.31>
- Kurnia, Abd. D., Greis, M. S., & Regina, T. S. (2021). Pengaruh Karakteristik Individu, Kepribadian, dan Pengembangan Sumber Daya Manusia terhadap Kinerja Karyawan di PT. Industri Kapal Indonesia (PERSERO) Unit DOK dan Galangan, Bitung. *Jurnal EMBA*.
- Daud, M., Rosita, S., & Solikhin, A. (2021). Pengaruh Budaya Organisasi dan Karakteristik Individu terhadap Motivasi Kerja dan dampaknya terhadap Kinerja Pegawai pada Dinas Pendidikan Kabupaten Idragiri Hilir Riau. *Jurnal Ilmu Manajemen Terapan*, 2(6). <https://doi.org/10.31933/jimt.v2i6>
- Desyinta, D., Lie, D., Efendi, & Putri, D. E. (2019). Pengaruh Karakteristik Individu dan Lingkungan Kerja terhadap Kinerja Pegawai pada Badan Pengelolaan Pajak dan Retribusi Daerah UPT SAMSAT Pematangsiantar. *Jurnal Manajemen: MAKER*.
- Fajar, G. M. (2024). Analisis Organizational Citizenship Behavior (OCB) dan Work-Life Balance dalam Meningkatkan Kinerja Karyawan Generasi Z di PT Galang Tinggi Raya. *Jurnal EMT KITA*, 8(1), 295–301. <https://doi.org/10.35870/emt.v8i1.2072>
- Ferayani, M. D., & Febriani, L. I. (2024). Hubungan Karakteristik Individu dan Karakteristik Pekerjaan

- Terhadap Kinerja Pegawai di Bagian Umum Sekretariat Daerah Kabupaten Buleleng. *Jurnal Artha Satya Dharma*, 17.
- Hasugian, G. A., Santati, P., & Farla, W. (2023). Hubungan Antara Work-Life Balance Dengan Kinerja Karyawan Pada PT Kurnia Ciptamoda Gemilang. *Jurnal Ilmiah Manajemen Dan Bisnis*, 6(1). <http://ejurnal.ung.ac.id/index.php/JIMB>
- Hidayat, R. (2021). Pengaruh Motivasi, Kompetensi dan Disiplin Kerja Terhadap Kinerja. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 5. <http://ejournal.bsi.ac.id/ejurnal/index.php/widyacipta>
- Hudayah, Echdar, S., & Maryadi. (2022). Analisis Pengaruh Lingkungan Kerja, Karakteristik Individu dan Budaya Organisasi terhadap Kinerja ASN Dinas Kepemudaan, Olahraga dan Pariwisata Kota Parepare. *Jurnal Bisnis & Kewirausahaan*. <https://e-jurnal.nobel.ac.id/index.php/jbk>
- Irwan, Adam, P., & Razak, A. (2024). Pengaruh Pemberdayaan Kerja, Karakteristik Pekerjaan, dan Karakteristik Individu terhadap Kinerja Pegawai pada Kantor Dinas Pemberdayaan Masyarakat dan Desa Kabupaten KolakaTimur. *JIM:Journal Of International Management*, 3(01), 27–45. <https://doi.org/10.62668/jim.v3i01.1009>
- Ramadina, I., & Firmansyah, I. (2020). The Influence Of Motivation and Work Discipline on Employee Productivity at PT. Nusa Surya Ciptadana. In *Jurnal Mahasiswa Manajemen* (Vol. 1, Issue 2). <https://journal.stiepasim.ac.id/index.php/JMM/issue/view/23>
- Kunanti, W. S., Nasharuddin, Wulandari, W., & Adya Hermawati. (2022). Pengaruh Karakteristik Individu terhadap Kinerja Karyawan yang Dimediasi oleh Kompetensi Karyawan (studi pada karyawan Departemen Liquid PT Indolakto di Purwosari). *Jurnal of Innovation Research and Knowledge*.
- Kunanti, W. S., Nasharuddin, Wulandari, W., & Hermawati, A. (2022). Pengaruh Karakteristik Individu terhadap Kinerja Karyawan yang Dimediasi oleh Kompetensi Karyawan (studi pada karyawan Departemen Liquid PT Indolakto di Purwosari). *Journal of Innovation Research and Knowledge*.
- Lanan, K. O., & Sudarso, A. P. (2024). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Karyawan pada PT. Wita Kharisma Jaya Bersama Jawa Barat. *Lokawati : Jurnal Penelitian Manajemen Dan Inovasi Riset*, 2(4), 306–316. <https://doi.org/10.61132/lokawati.v2i4.1056>
- Lumanauw, K. M. (2022). Pengaruh Kompetensi dan Karakteristik Individu terhadap Kinerja Karyawan CV. Bumi Kencana Jaya. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 6(1). <https://doi.org/10.35130/jrimk>
- Maizar, Persada, I. N., & Nabella, S. D. (2023). The Influence of Compensation, Training, Competence and Work Discipline on Employee Performance PT. Luas Retail Indonesia. In *Management, Economics and Social Sciences. IJAMESC, PT. ZillZell Media Prima* (Vol. 1, Issue 4).
- Mardiani, I. N., & Widiyanto, A. (2021). Pengaruh work-life balance, Lingkungan Kerja dan Kompensasi

- terhadap Kinerja karyawan PT Gunanusa Eramandiri. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(2), 985–993. <https://doi.org/10.36778/jesya.v4i2.456>
- Maswani, M., Utami, E. P., & Nofiar, N. (2021). Analysis Of The Effect Of Work Discipline, Work Environment, and Work Motivation On Employee Performance at PT. Bayutama Teknik. *Disnati International Journal of Management Science*, 1(6). <https://doi.org/10.38035/DIJEFA>
- Mora, Z., Syardiansah, & Mufti, I. A. (2021). Pengaruh Karakteristik Individu Dan Kepuasan Kerja Terhadap Kinerja Karyawan. *JUPIIS: Jurnal Pendidikan Ilmu-Ilmu Sosial*, 13(1), 101. <https://doi.org/10.24114/jupiis.v13i1.21072>
- Nadapdap, B. F., & Harahap, K. (2023). Pengaruh Work-Life Balance dan Lingkungan Kerja terhadap Kinerja Karyawan (Studi Pada Karyawan Grand Inna Medan). *TRANSEKONOMIKA: Akuntansi, Bisnis Dan Keuangan*, 3(5). <https://transpublika.co.id/ojs/index.php/Transekonomika>
- Nafiudin, Andari, Kurnia, K., & Safitri, A. T. (2021). Pentingnya Desain Ulang Pekerjaan Dan Deskripsi Pekerjaan Untuk Peningkatan Kinerja Pegawai Pada Masa Pandemi Covid 19. *Jurnal Sains Manajemen*.
- Nurimansjah, R. A. (2023). Pengaruh Disiplin Kerja Dan Kompetensi Terhadap Kinerja Karyawan. In *YUME:Journal of Management* (Vol. 6, Issue 2).
- Pahrori, R. D., Fauzan, & Markoni. (2024). Pengaruh Keseimbangan Kehidupan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan: Studi Kasus pada Perum Bulog Kantor Wilayah Bengkulu. *Economic Reviews Journal*. <https://doi.org/10.56709/mrj.v3i4.395>
- Parta, I. K. W., Ismail, D., & Wijaya, N. S. (2023). The Influence of Training and Work Discipline on Employee Performance. *Jurnal Pariwisata Dan Bisnis*, 02(8), 1751–1771. <https://doi.org/10.22334/paris.v2i8>
- Pradnyani, N. W. S., & Rahyuda, A. G. (2022). Peran Stres Kerja Dalam Memediasi Pengaruh Work Life Balance dan Kompetensi terhadap Kinerja Pegawai. In *Jurnal Ilmu Manajemen* (Vol. 10).
- Pusparani, M. (2021). Faktor yang mempengaruhi Kinerja Pegawai (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Ilmu Manajemen Terapan*, 2(4). <https://doi.org/10.31933/jimt.v2i4>
- Risma, G., & Arwiyah, M. Y. (2022). Pengaruh Disiplin Kerja Dan Etos Kerja Terhadap Kinerja Pegawai Pada Badan Pendapatan Daerah Kota Bandung. In *ATRABIS: Jurnal Administrasi Bisnis* (Vol. 8, Issue 1).
- Sanaky, Musrifah. M., Saleh, L. Moh., & Titaley, Henriette. D. (2021). Analisis Faktor-faktor Penyebab Keterlambatan pada Proyek Pembangunan Gedung Asrama MAN 1 Tulehu Maluku Tengah. *JURNAL SIMETRIK*.
- Sasongko, R. C., & Abidin, A. Z. (2022). Pengaruh Disiplin Kerja dan Motivasi Kerja terhadap Kinerja

- Karyawan pada PT. Linknet Cabang Tangerang. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 2. <https://doi.org/10.46306/vls.v2i1>
- Simatupang, S., Butarbutar, N., & Candra, V. (2021). Disiplin Kerja, Karakteristik Individu dan Pengaruhnya Terhadap Kinerja Pegawai. *Jurnal Manajemen (Edisi Elektronik)*, 12(2), 278–294. <https://doi.org/10.32832/jm-uika>
- Solahudin, A., Fatimah, S. E., & Sulistiwati, L. H. (2024). Factors affecting affective commitment. *Edelweiss Applied Science and Technology*, 8(6), 3475–3483. <https://doi.org/10.55214/25768484.v8i6.2738>
- Suyono, Abbas, B., & Putera, A. (2024a). Pengaruh Karakteristik Individu, Manajemen Konflik dan Komitmen Kerja terhadap Kinerja Pegawai pada kantor Kecamatan Tongauna Kabupaten Konawe. *JIDE:Journal Of International Development Economics*, 3(01), 01–19. <https://doi.org/10.62668/jide.v3i01.1013>
- Suyono, Abbas, B., & Putera, A. (2024b). Pengaruh Karakteristik Individu, Manajemen Konflik dan Komitmen Kerja terhadap Kinerja Pegawai pada kantor Kecamatan Tongauna Kabupaten Konawe. *JIDE:Journal Of International Development Economics*, 3(01), 01–19. <https://doi.org/10.62668/jide.v3i01.1013>
- Syafitri, E. O., Sriyanti, E., & Arfimasri. (2023). Pengaruh Karakteristik Individu dan Lingkungan Kerja terhadap Kinerja Karyawan (studi kasus PT. Lepen Kencana Utama di Saok Laweh Kabupaten Solok). In *Jurnal Penelitian Ekonomi Manajemen dan Bisnis (JEKOMBIS)* (Vol. 2, Issue 1).
- Telaumbanua, K. K., Handayani, M., Wijayaningsih, R., Wijayanti, M., & Kurniawan, D. (2024). Pengaruh Work Life Balance, Burnout, dan Konflik Kerja terhadap Kinerja Karyawan pada PT Admiral Lines. In *Indonesian Journal of Economics and Strategic Management (IJESM)* (Vol. 2, Issue 3).
- Wirawan, S. A. R., & Sukmarani. (2023). Hubungan Antara Work Life Balance dengan Kepuasan Kerja pada Karyawan Sales. *Jurnal Ilmiah Psikologi MANASA*.
- Zulkarnen, S., Lie, D., Efendi, & Simatupang, S. (2020). Analisis Pengaruh Disiplin Kerja dan Karakteristik Individu terhadap Kinerja pada Dinas Kependudukan dan Pencatatan Sipil Pematangsiantar. *Jurnal Manajemen*, 6(2), 200–215. <http://www.maker.ac.id/index.php/maker>

