

The Influence of Work-Life Balance, Work Discipline, Organizational Culture on Employee Performance

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Abstract: This study examines the influence of work-life balance, work discipline, and organizational culture on employee performance at the Regional Public Company in Denpasar City. The study addresses the issue of relatively low employee performance, as reflected in fluctuations in the company's revenue target achievement. It aims to analyze the simultaneous and partial effects of work-life balance, work discipline, and organizational culture on employee performance. This study employs a quantitative associative research design. The population consists of 145 employees of the Regional Public Company in Denpasar City, and a sample of 106 respondents is determined using the Slovin formula with a 5% margin of error. The study collects data through questionnaires, interviews, observations, and documentation, and analyzes the data using multiple linear regression. The results indicate that work-life balance, work discipline, and organizational culture positively and significantly influence employee performance, both simultaneously and partially. The originality of this study lies in its integrated examination of these three variables within the context of a regional public company in Indonesia. The findings provide practical implications for organizations, particularly in improving employee performance through effective human resource management practices that promote work-life balance, strengthen work discipline, and foster a supportive organizational culture. This study examines the influence of work-life balance, work discipline, and organizational culture on employee performance at the Regional Public Company in Denpasar City. The study addresses the issue of relatively low employee performance, as reflected in fluctuations in the company's revenue target achievement. It aims to analyze the simultaneous and partial effects of work-life balance, work discipline, and organizational culture on employee performance. This study employs a quantitative associative research design. The population consists of 145 employees of the Regional Public Company in Denpasar City, and a sample of 106 respondents is determined using the Slovin formula with a 5% margin of error. The study collects data through questionnaires, interviews, observations, and documentation, and

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Introduction

According to the 2024 financial data, the Regional Public Company in Denpasar City has not fully achieved its predetermined revenue targets. Fluctuations in revenue realization indicate potential issues in organizational effectiveness and employee performance. States that revenue serves as one of the main indicators in assessing a company's financial performance; therefore, fluctuations in revenue achievement may reflect weaknesses in employee performance and organizational productivity. This condition highlights the importance of identifying factors that influence employee performance in order to support the achievement of organizational goals and improve regional revenue generation. Human resources implemented important impact on supporting organizational success. Pahira and Rinaldy (2023:810) state that the achievement of optimal organizational performance highly depends on the organization's ability to utilize its available resources, particularly human resources. Employee performance that is aligned with organizational goals will encourage the achievement of maximum productivity and organizational sustainability. Optimal employee performance needs to be supported by clear vision, mission, and operational standards as guidelines for the implementation of tasks. Salain et al. (2022) explain that operational standards function as references for carrying out work responsibilities effectively. In addition, organizations are also required to build a work environment that helps improving worker well-being. Subarto & Solihin (2025) described employees' work life balance supported by work environment, which can work effectiveness, especially in public sector organizations that are oriented toward public service.

In an effort to increase regional original revenue, local governments establish Regional-Owned Enterprises (BUMD) that function to provide goods and services for the community. Rachim and Zulkifli (2022) state that BUMD play a role as a source of local revenue for regional governments. Wijoyo and Mashuri (2021:10) emphasize that BUMD have a strategic position in supporting regional economic development through their support to regional income. One of the BUMD in Denpasar City contributes to enhancing the Regional Original Revenue of Denpasar City.

However, according to the 2024 financial data, the organization's revenue realization has not fully achieved the predetermined target. Arvita (2022:47) states that revenue serves as one of the main indicators in assessing an company's financial performance; therefore, fluctuations in revenue achievement reflect the presence of problems in the organization's effectiveness.

Various previous studies have examined effect from independent variables such as work discipline and work life balance, also organizational culture to its dependent variable, employee performance. Arifin and Muharto (2022), Nadapdap and Harahap (2023), and

Wulandari and Hadi (2021) explained work life balance influenced performance of employee in positive direction. Meanwhile, Johaness & Suhardi (2025), Saputri et al. (2021), and Munawir and Iratu (2024) explained work discipline influenced performance of employee in positive direction. Additionally, Johaness & Suhardi (2025) and also Delimawati (2022) show organizational culture positively and significant influence on employee performance.

However, previous studies predominantly focus on private-sector organizations and generally examine these variables separately. Furthermore, limited studies investigate the simultaneous influence of work-life balance, work discipline, and organizational culture on employee performance within Regional-Owned Enterprises (BUMD), particularly in Denpasar City. This limitation creates a research gap because the characteristics, objectives, and operational environments of public-sector organizations differ from those of private companies. Therefore, further investigation is needed to provide empirical evidence regarding the combined influence of these factors on employee performance in regional public organizations.

Based on this research gap, the present study offers novelty by simultaneously examining the effects of work-life balance, work discipline, and organizational culture on employee performance in a Regional Public Company in Denpasar City. This study contributes to the literature by extending previous findings to the context of Regional-Owned Enterprises and providing a more comprehensive understanding of factors influencing employee performance. Practically, the findings are expected to assist management in formulating effective human resource management policies to improve employee performance and organizational effectiveness.

Therefore, this study aims to analyze the simultaneous and partial effects of work-life balance, work discipline, and organizational culture on employee performance at the Regional Public Company in Denpasar City.

Research Method

Researcher chose quantitative type as method and associative design with aim to examine impact from work life balance and its discipline or organizational culture (X variable) to their performance (Y variable). This study population consisted of 145 permanent employees at a regional public company in Denpasar City. Researcher implemented a random sampling as technique. The sample was calculated by Slovin formula at 5 percent error's margin below :

$$n = \frac{N}{1 + N(e^2)}$$

n = Sample amount
N = Population amount
e = error (5% level)

Based on this calculation, the sample consisted of 106 respondents. Variables included a) X1; work life balance, b) X2; work discipline, c) X3; organizational culture and also d) Y; employee performance. A questionnaire used likert scale (5 points) within its explanation from 1 point as strongly disagree until 5 points as strongly agree. The data collected by directly distributing its questionnaires to respondents. This study processed all data using SPSS software (Statistical Product and Service Solutions). The research employs a multiple

linear regression as formulated in the equation below:

$$Y = a + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + e$$

Y = employee performance variable
 a = constant
 β = regression coefficients
 X1 = work-life balance
 X2 = work discipline
 X3 = organizational culture
 e = error term

The data analysis techniques include the examination of research instruments through tests including validity as well as reliability, test of classical assumptions namely normality, heteroscedasticity, multicollinearity, multiple linear regression type of analysis, R^2 also T test (partial) and F test (simultaneous) for hypothesis. Relationships among conceptual framework illustrating these variables is written below:

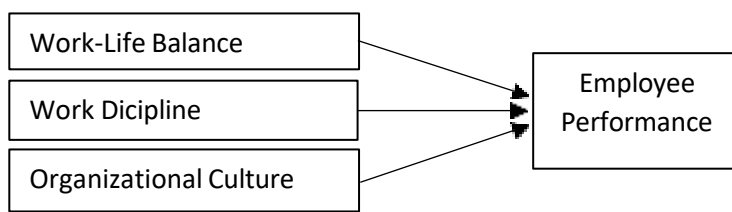


Figure 1. Research Conceptual Framework

Result and Discussion

Respondent Distribution

Its respondents are classified based on some categories include education level, age, gender, and also service's duration. Researcher analyzed data and found some findings that proved majority of respondents are male employees compared to female employees. Majority of this study's respondents in age category are mostly from productive age (under 35 years old), indicating that most employees are in an active and productive stage of their careers.

Majority of this study's respondents in education level category, are mostly bachelor's degree, then second one with highest percentage is senior or vocational high school (SMA/SMK). This indicates that the company's human resource structure consists of individuals with diverse educational backgrounds. Meanwhile, based on years of service, most respondents have worked for < 10 years, indicates most employees already have sufficient work experience in carrying out operational tasks within the company.

Validity Test

This result's criteria when r score > r table score, these statement items counted as valid.

Table 1. Results of Validity Test

Variable	Correlation Item	Total Item of Correlation	r-table	Description
Employee Performance (Y)	Y.1	0,861	0,30	Valid
	Y.2	0,756	0,30	Valid
	Y.3	0,932	0,30	Valid
	Y.4	0,925	0,30	Valid
	Y.5	0,897	0,30	Valid
Work-Life Balance (X1)	X-1.1	0,866	0,30	Valid
	X-1.2	0,945	0,30	Valid
	X-1.3	0,916	0,30	Valid
	X-1.4	0,906	0,30	Valid
Work Discipline (X2)	X-2.1	0,907	0,30	Valid
	X-2.2	0,920	0,30	Valid
	X-2.3	0,921	0,30	Valid
	X-2.4	0,890	0,30	Valid
	X-2.5	0,885	0,30	Valid
Organizational Culture (X3)	X-3.1	0,905	0,30	Valid
	X-3.2	0,875	0,30	Valid
	X-3.3	0,919	0,30	Valid
	X-3.4	0,918	0,30	Valid

Source : Data processed using SPSS (2026)

On that table, all questionnaire statements are declared valid, interpreted correlation score from all items which is bigger than its minimum requirement for validity testing. Therefore, all items used in this study are able to measure these four independent variables properly.

Reliability Test

Table 2. Results of Reliability Test

Variables	α	Standard α	Description
Employee Performance (Y)	0,924	0,60	Reliable
Work-Life Balance (X1)	0,928	0,60	Reliable
Work Discipline (X2)	0,944	0,60	Reliable
Organizational Culture (X3)	0,926	0,60	Reliable

Source : Data processed using SPSS (2026)

Reliability testing in this study was conducted using Cronbach Alpha. Items counted as reliable when score of Cronbach Alpha value > 0,60 score. From Table 2, these four variables have score higher than its limit, 0,60. Study's instrument counted as reliable, study's questionnaire also counted as dependable and consistent related to measuring each variable.

Multiple Linear Regressions Analysis

Table 3. Results of Multiple Linear-Regression Analysis

Table 1. Results of Multiple Linear Regression Analysis						
Unstandardized Coefficients			Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.	
1	Constant	1.210	1.007		1.202	.232
	Work-Life Balance	.671	.106	.570	6.341	.000
	Work Discipline	.238	.096	.236	2.470	.015
	Organizational Culture	.194	.086	.143	2.250	.027

Source: Data processed using SPSS (2026)

This analysis's equation as formulated in the equation below :

$$Y = 1.210 + 0.671X_1 + 0.238X_2 + 0.194X_3 + e$$

Explanation:

1. Constant score of 1.210 these variables remain constant, and employee performance's score will be 1.210.
2. Work life balance's regression coefficient is 0.671, it shows every 1 unit that increase in this variable also improve performance of employee with that exact score.
3. Work discipline's regression coefficient is 0.238, it shows every 1 unit that increase in this variable also improve performance of employee with that exact score.
4. Organizational culture's regression coefficient is 0.194, it shows every 1 unit that increase in this variable also improve performance of employee with that exact score.

These results proved an influence in positive direction from these three independent/X variables to its dependent/Y variable, employee performance.

Coefficient of Determination or R^2

Table 4. Results of R^2

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.877 ^a	.769	.762	2.101

Source: Data processed using SPSS (2026)

From that table, R^2 score is 0,769, means these three independent/X variables explain 76,9% of employee performance. Meanwhile, 23.1% is explained by external variables (out from the study).

Simultaneous/F Test

Table 5. Results of Simultaneous Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1496.152	3	498.717	112.965	.000 ^b
	Residual	450.310	102	4.415		
	Total	1946.462	105			

Source: Data processed using SPSS (2026)

From that table, F score is 112.965 > F table score, include significance score of 0,000 lower than its limit, 0,05. This proved significant effect from these three independent/X variables to employee performance simultaneously. Therefore, H1 is accepted.

Partial (T) Test

Table 6. Results of Partial Test

Coefficients ^a					
Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.210	1.007		1.202	.232
Work-Life Balance	.671	.106	.570	6.341	.000
Work discipline	.238	.096	.236	2.470	.015
Organizational Culture	.194	.086	.143	2.250	.027

Source: Data processed using SPSS (2026)

This test is intended for measure influence from these independent variables separately on employee performance in partial way.

1. Work life balance's T score is 6.341 > t table score (1.659), include its significant score of 0,000 lower than its limit, 0,05. This score means acceptance of H2, shows an influence from this variable to employee performance in significant-positive direction.
2. Work discipline's T score is 2.470 > t table score (1.659), include its significant score of 0,015 lower than its limit, 0,05. This score means acceptance of H3, shows an influence from this variable to employee performance in significant-positive direction.
3. Organizational culture's T score is 2.250 > t table score (1.659), include its significant score of 0,027 lower than its limit, 0,05. This score means acceptance of H4, shows an influence from this variable to employee performance in significant-positive direction.

Discussion

Study's results proved X1 (work life balance), X2 (work discipline), X3 (organizational culture) influenced employee performance simultaneously, which proved by its F score of 0,000 (lower than its limit, 0,05). This finding showed all independent/X variables collectively describe improvement in employee performance within organization. Work life balance positively supports employees to stabilize the balance of job demands with personal life, enabling them to work with greater focus and productivity. Meanwhile, work discipline encourages employees to comply with organizational rules and complete their tasks in a timely manner. In addition, organizational culture provides guidelines in the form of values and norms that direct employees' work behavior. Collaboration of three factors creates work environment with conducive criteria which helps optimal improvement of employee

performance. Therefore, organizations need to focus on implementation of policies which support employee's work life balance, increase their discipline, also strengthen organizational culture which increase possibility of continuing improvement on employee performance.

Influence of Work Life Balance (X1) to Employee Performance (Y)

Findings proved influence from work life balance to employee performance in significant-positive direction, showed by its significance score of 0,000 lower than its limit, 0,05. It concludes if balance of employees' work life or their personal life is greater, the level of employee performance will be higher. Employees who professionally manage time of work responsibilities also personal life tend to get stable psychological conditions, allowing them to work with greater focus and productivity. This balance can also reduce work stress's level and raise their job satisfaction. Therefore, organizations have to focus on policies which positively support work life balance, as example providing a proportional workload and building an environment in work that supports employee well-being.

Influence of Work Discipline (X2) to Employee Performance (Y)

Findings proved influence from work discipline to employee performance in significant-positive direction, showed by its significance score of 0,015 lower than its limit, 0,05. It concludes if level of employee work discipline gets higher, employee performance achieved will also increase. Work discipline is reflected in compliance with organizational regulations, punctuality at work, responsibility in completing tasks. Employees who possess good work discipline tend to be able to utilize their working time more effectively and complete their tasks align with organization's standards or rules. Therefore, companies need to implement an effective supervision system and provide rewards to employees who illustrate work discipline in high level.

Influence of Organizational Culture (X3) to Employee Performance (Y)

Findings proved influence from organizational culture to employee performance in significant-positive direction, showed by its significance score of 0,027 lower than its limit, 0,05. It concludes organizational culture in strong level able to encourage improvements in employee performance within the organization. Organizational culture functions as a guideline for employees in acting and behaving in the workplace, thereby creating good teamwork and strengthening commitment to organizational goals. When organizational values are well understood and properly implemented by employees, work processes become more effective and well-directed. Therefore, organizations need to strengthen positive work culture values such as cooperation, professionalism, and effective communication to make improvement in employee performance within sustainable manner.

Conclusion

Researcher conducted its study in order to analyze influence from work discipline and work life balance, as well as organizational culture to employee performance especially from Regional Public Company in Denpasar City. This analysis's results proved significant-positive impact from these three variables to employee performance, whether in partial or simultaneous way. This study's findings confirm about improved employee performance has been influenced by an optimal work life balance, better discipline, and a strong organizational culture.

Theoretically, this study reinforces human resource management's concept related to factors brought by individual or organizational which show crucial role for shaping

performance. Practically, the results provide a standard of management related to its practice to create all policies which improve work life balance, maintain consistency in work discipline, and strengthen organizational culture as strategies to enhance performance.

This study has limitations as it was conducted in only one company and employed a questionnaire-based approach relying on respondents' perceptions. Therefore, researcher recommends next study in the future to put more various objects include additional variables in order to develop a more comprehensive research model with stronger generalizability.

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