

Improving Employee Performance Through the Implementation of Individual Behavior as an Effort to Create an Organization with Character

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ABSTRACT

Individual behavior is an important factor in determining employee performance and organizational effectiveness. Differences in attitudes, perceptions, abilities, and work behaviors among employees can influence how tasks are performed and organizational goals are achieved. This study aims to examine the influence of individual behavior on employee performance at PT. PLN Distribution for the Greater Jakarta Area. This research employed a quantitative cross-sectional survey with an explanatory approach. The population consisted of 62 employees, and all members of the population were included as respondents using a saturated sampling technique. Primary data were collected through questionnaires, while relevant literature was used as theoretical support rather than as primary research data. The data were analyzed using simple linear regression with the assistance of statistical software. The results indicate that individual behavior has a positive and significant effect on employee performance. The significance test shows a t-count of 8.540, which is greater than the t-table value of 2.00, with a significance value of $0.000 < 0.05$. These findings demonstrate that better individual behavior is associated with higher employee performance. Therefore, organizations should pay attention to employees' individual behavior as an important factor in improving performance and supporting the achievement of organizational goals. This study is expected to provide practical implications for organizational management and serve as a reference for future research concerning individual behavior and employee performance.

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1. INTRODUCTION

The State Electricity Company (Persero), commonly known as PT PLN (Persero), is an Indonesian state-owned enterprise whose primary activities are focused on the electricity sector. PLN plays a strategic role in providing, distributing, and maintaining electricity

services to meet the growing needs of households, businesses, industries, and public institutions throughout Indonesia. As a national electricity provider, PLN is not only responsible for ensuring the availability and reliability of electricity supply but also contributes to supporting economic growth and improving the quality of life of the Indonesian population. The increasing demand for electricity, technological developments, and changes in customer expectations require PLN to continuously improve the quality of its services and organizational performance. To support its business activities, until the end of 2021, PLN employed a total of 52,116 employees, consisting of 42,755 employees within PLN Holding and 9,361 employees in its subsidiaries. During the same period, PLN managed power generation facilities with a total installed capacity of 64,553 MW [1]. These figures illustrate the large scale of PLN's operations and the importance of human resources in ensuring that the company's activities can be carried out effectively and sustainably.

Human resources are one of the most important elements in determining the success of an organization, particularly in organizations with extensive operational activities such as PLN. Sophisticated infrastructure, technology, and organizational systems will not provide optimal results without employees who are able to perform their responsibilities effectively. Employees are directly involved in planning, implementing, monitoring, and evaluating organizational activities. Therefore, employee performance becomes an important indicator of the organization's ability to achieve its objectives. High employee performance can contribute to the achievement of work targets, improvement of service quality, increased productivity, and effective utilization of organizational resources. Conversely, low employee performance may result in delays, decreased productivity, errors in work implementation, and difficulties in achieving organizational targets [2].

One of the factors that may influence employee performance is individual behavior. Individual behavior refers to the behavior, actions, attitudes, and ways in which a person responds to and performs activities within an organization by utilizing their abilities, knowledge, skills, and cognitive capacity. Individual behavior does not emerge independently but is influenced by various internal and external factors. Individual characteristics that can influence behavior include abilities, needs, beliefs, expectations, attitudes, perceptions, and past experiences [3]. These characteristics determine how employees understand their work environment, respond to organizational demands, interact with colleagues and supervisors, and make decisions in carrying out their responsibilities [4]. Employees with positive behavioral characteristics are generally more capable of adapting to organizational changes, communicating effectively, taking responsibility, and completing their duties in accordance with established standards.

In addition to individual characteristics, organizational environmental factors also play an important role in shaping employee behavior. Characteristics of the organizational environment that may affect individual behavior include organizational hierarchy, division of tasks, authority, leadership patterns, reward systems, control systems, organizational culture, communication, and working conditions [5]. A supportive organizational environment can encourage employees to demonstrate constructive behavior, improve their commitment, and perform their duties more effectively. On the other hand, an unsupportive environment may lead to reduced motivation, conflicts, lack of discipline, and declining

work performance. Thus, individual behavior should not only be viewed from the perspective of personal characteristics but also in relation to the organizational environment in which employees carry out their activities [6], [7].

The relationship between individual behavior and employee performance is particularly relevant in organizations such as PT PLN (Persero), where employees are required to work with a high level of responsibility, discipline, accuracy, and cooperation. Employees in the electricity sector are faced with various work demands that require them to respond appropriately to operational situations, complete tasks according to established procedures, and maintain effective coordination with other employees. In such conditions, differences in individual behavior may result in differences in the way employees carry out their responsibilities and ultimately affect their level of performance. Employees who demonstrate discipline, responsibility, initiative, adaptability, and effective communication are more likely to contribute positively to the achievement of organizational objectives [8].

Individual behavior, whether influenced by the characteristics of the individual or by the characteristics of the organizational environment, can therefore have a direct or indirect impact on employee performance. Performance itself can be reflected through the quality and quantity of work produced, timeliness in completing tasks, effectiveness in utilizing resources, level of responsibility, and ability to achieve predetermined work targets [9], [10]. When individual behavior is aligned with organizational expectations, employees are more likely to perform their duties consistently and contribute to organizational effectiveness. Consequently, understanding individual behavior becomes important for management in developing strategies to improve employee performance [11].

Previous studies have provided empirical evidence regarding the relationship between individual characteristics, individual behavior, and employee performance. Kosdianti [12] found that individual characteristics, particularly locus of control and organizational commitment, are related to auditor performance. The findings contribute to the development of the audit literature by demonstrating the importance of individual characteristics in explaining differences in auditor performance. The study indicates that the characteristics possessed by individuals can influence how they perform their professional responsibilities and respond to organizational demands [13], [14].

Furthermore, research conducted by Gandhi [5] reported that individual behavior has a significant influence on employee performance. This finding reinforces the argument that employee performance cannot be separated from the behavioral aspects of individuals within an organization. The way employees communicate, respond to work situations, interact with others, and demonstrate motivation may determine how effectively they carry out their responsibilities. These previous findings provide a theoretical and empirical basis for examining individual behavior as an important factor associated with employee performance [15], [16].

Although previous studies have demonstrated the importance of individual behavior and individual characteristics in influencing performance, further research is still necessary in different organizational contexts. Each organization has its own characteristics, work systems, organizational culture, responsibilities, and employee demands. Therefore, findings from previous studies cannot necessarily be generalized to every organization without

considering the specific conditions of the research setting [17], [18]. PT PLN Distribution for Greater Jakarta Area has a strategic role in supporting electricity distribution and services in a densely populated and economically important region. The complexity of its operational activities makes employee performance an important factor in maintaining service effectiveness. Accordingly, examining the relationship between individual behavior and employee performance in this context is considered relevant and necessary [19].

Based on these considerations, the researcher is interested in examining the influence of individual behavior on employee performance at PT PLN Distribution for Greater Jakarta Area. The research focuses on individual behavior as the independent variable and employee performance as the dependent variable [20], [21]. By examining these variables, the study is expected to provide a clearer understanding of the extent to which individual behavior contributes to employee performance within the organization. The findings may also provide practical information for management in developing human resource strategies, particularly those related to employee behavior, work discipline, motivation, communication, and the creation of a supportive organizational environment [22], [23].

Based on the description above and supported by the results of previous studies, the researcher conducts a study entitled “Improving Employee Performance through the Implementation of Individual Behavior as an Effort to Create an Organization with Character.” This research uses a quantitative approach and applies a simple regression analysis technique to examine the influence of individual behavior on employee performance. The quantitative approach is expected to provide measurable empirical evidence regarding the relationship between the variables under investigation. Ultimately, the results of this study are expected to contribute both theoretically and practically to the development of human resource management, particularly in understanding the role of individual behavior in improving employee performance and supporting the creation of an organization characterized by responsible, productive, and professional employees.

2. METHOD

This study employed a quantitative cross-sectional survey with an explanatory approach to examine the influence of individual behavior on employee performance at PT. PLN Distribution for the Greater Jakarta Area. The quantitative approach was selected because the research used numerical data obtained through questionnaires and analyzed statistically to test the relationship between the variables. The cross-sectional design was used because data were collected from respondents during a single research period, allowing the researcher to examine the relationship between individual behavior and employee performance based on the respondent conditions at the time of the study. The research was conducted from April to May 2026 at PT. PLN Distribution for the Greater Jakarta Area, Jakarta. According to Arikunto (2010), a quantitative approach emphasizes the use of numerical data, beginning with data collection, data processing and analysis, interpretation, and presentation of research results.

The population in this study consisted of 62 employees of PT. PLN Distribution for the Greater Jakarta Area. Because the population was relatively small and all members could be reached by the researcher, a saturated sampling technique was applied. Saturated

sampling is a sampling technique in which all members of the population are included as research respondents. Therefore, the sample size was equal to the population size, namely 62 employees. All 62 questionnaires were distributed and returned completely, resulting in a 100% response rate. The use of saturated sampling ensured that the study obtained information from the entire accessible population rather than only a portion of employees.

The characteristics of respondents were identified based on gender, age, educational background, length of service, and job category. Of the 62 respondents, 38 employees (61.3%) were male, and 24 employees (38.7%) were female. Based on age, 15 respondents (24.2%) were aged 20–30 years, 25 respondents (40.3%) were aged 31–40 years, 16 respondents (25.8%) were aged 41–50 years, and 6 respondents (9.7%) were over 50 years old. In terms of educational background, 8 respondents (12.9%) had a senior high school or equivalent education, 18 respondents (29.0%) held a diploma qualification, 31 respondents (50.0%) held a bachelor's degree, and 5 respondents (8.1%) held a master's degree. Based on length of service, 14 respondents (22.6%) had worked for less than five years, 20 respondents (32.3%) had worked for 5–10 years, 18 respondents (29.0%) had worked for 11–15 years, and 10 respondents (16.1%) had worked for more than 15 years. The respondents represented employees from operational and administrative job categories within the organizational unit under study.

Research Instrument

The primary data were collected through a structured questionnaire. The questionnaire was developed by the researcher by adapting indicators from established concepts of individual behavior and employee performance in organizational behavior and human resource management literature. The instrument was adjusted to the context of employees at PT. PLN Distribution for the Greater Jakarta Area so that each statement was relevant to the respondents' working conditions. The questionnaire was originally prepared in Indonesian to ensure that the respondents could understand each statement clearly. The wording of several items was adjusted to reflect the organizational context without changing the underlying meaning of the indicators.

The questionnaire consisted of 20 statement items, comprising 10 items measuring individual behavior (X) and 10 items measuring employee performance (Y). Each item was measured using a five-point Likert scale, with the following response categories: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The use of a five-point Likert scale enabled the respondents' perceptions to be converted into numerical data for subsequent statistical analysis.

The individual behavior variable was measured through four dimensions: biographical characteristics, ability, personality, and learning. Representative questionnaire statements included: "My personal characteristics support me in carrying out my work," "I have the ability required to complete my duties effectively," "I am able to maintain a positive attitude when dealing with work situations," and "I use knowledge and experience gained from learning to improve my work." These statements were designed to represent the main dimensions of individual behavior in the organizational context.

The employee performance variable was measured through six indicators: quality of work, quantity of work, work discipline, thoroughness, initiative, and efficiency. Representative statements included: "I complete my work according to the required quality standard," "I am able to complete the amount of work assigned to me within the specified time," "I comply with the working rules and procedures established by the organization," "I perform my duties carefully and minimize errors," "I take initiative in solving problems related to my work," and "I use time and available resources efficiently in completing my work."

Before being distributed to the respondents, the questionnaire was reviewed to ensure clarity, relevance, and consistency between each statement and its operational indicator. The instrument was then subjected to validity and reliability testing using SPSS version 25. The validity test was conducted by examining the correlation between each item score and the total variable score. An item was considered valid when its correlation coefficient exceeded the minimum critical value. Reliability was assessed using Cronbach's Alpha, with a coefficient of 0.70 or higher generally considered to indicate acceptable internal consistency. The results showed that the questionnaire items met the required validity and reliability criteria and were therefore suitable for use in the main analysis.

Operational Definition of Variables

The individual behavior variable (X) refers to the characteristics and behavioral patterns possessed by employees that influence how they perform their duties, respond to workplace situations, and interact with other members of the organization. Individual behavior was operationalized through four indicators.

First, biographical characteristics refer to individual characteristics such as age, gender, education, and work experience that may be associated with employee behavior in the workplace. Second, ability refers to the intellectual and physical capacity of employees to perform their duties effectively according to the requirements of their positions. Third, personality refers to individual characteristics, attitudes, and behavioral patterns that distinguish one employee from another in responding to situations and interacting with colleagues. Fourth, learning refers to changes in knowledge, skills, attitudes, and behavior obtained through experience, training, and interaction within the work environment.

The employee performance variable (Y) refers to the level of achievement demonstrated by employees in carrying out their duties and responsibilities in accordance with organizational objectives and established work standards. Employee performance was measured through six indicators. Quality of work refers to the accuracy and quality of the work produced by employees. Quantity of work refers to the amount or volume of work completed within a specified period. Work discipline refers to employees' compliance with organizational rules, working hours, procedures, and responsibilities. Thoroughness refers to the ability of employees to perform tasks carefully and minimize errors. Initiative refers to employees' willingness and ability to take action and solve work-related problems without always waiting for instructions from superiors. Efficiency refers to employees' ability to utilize time, energy, facilities, and other resources effectively to achieve optimal work results.

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Data Collection Procedure

Data collection was conducted through direct distribution of questionnaires to the 62 employees included in the study. Before completing the questionnaire, respondents were informed about the purpose of the research and the general procedure for completing the instrument. Participation was voluntary, and respondents were asked to provide answers based on their actual experiences and perceptions in the workplace. The completed questionnaires were checked to ensure that all items had been answered before the data were entered into the statistical software.

Secondary information obtained from books, journal articles, and other relevant academic references was used primarily to establish the theoretical foundation and support the development of the research instrument. Such literature was therefore treated as theoretical and supporting material rather than primary research data.

Data Analysis Technique

The collected data were analyzed using descriptive statistical analysis and simple linear regression analysis with SPSS version 25. Descriptive analysis was used to describe the characteristics of respondents and the distribution of responses to the questionnaire items. Before hypothesis testing, the data were examined to ensure that the requirements for regression analysis were satisfied.

Simple linear regression was selected because the study involved one independent variable and one dependent variable. Individual behavior was positioned as the independent variable (X), while employee performance was positioned as the dependent variable (Y). According to Trianggana in Almutazah et al. (2021), regression analysis is a statistical technique used to determine the strength and direction of the relationship between variables and to identify how changes in an independent variable are associated with changes in a dependent variable. The regression equation used in this study was:

$$Y = a + bX + e$$

where Y represents employee performance, a represents the constant, b represents the regression coefficient of individual behavior, X represents individual behavior, and e represents the error or residual component. The regression coefficient indicates the direction and magnitude of the change in employee performance associated with a change in individual behavior. Hypothesis testing was conducted using a t-test at a 5% significance level ($\alpha = 0.05$). The hypotheses were formulated as follows:

H₀: Individual behavior does not have a significant influence on employee performance.

H₁: Individual behavior has a significant influence on employee performance.

The decision criterion was that H₀ was rejected and H₁ was accepted if the significance value was less than 0.05 and the calculated t-value was greater than the t-table value. The results of the analysis showed a t-count of 8.540, which was greater than the t-table value of 2.00, with a significance value of $0.000 < 0.05$. Therefore, H₀ was rejected, and H₁ was accepted, indicating that individual behavior has a positive and statistically significant influence on employee performance at PT. PLN Distribution for the Greater Jakarta Area.

The coefficient of determination was also used to identify the proportion of variation in employee performance that could be explained by individual behavior, while the

2 remaining proportion was associated with other factors not examined in this study. The combination of descriptive analysis, validity and reliability testing, and simple linear regression provided a systematic basis for evaluating the proposed relationship between individual behavior and employee performance.

3. RESULTS AND DISCUSSION

3.1. RESULTS

In this study, a validity test was conducted to determine whether the instruments used to measure the individual behavior variable (X) and employee performance variable (Y) were capable of measuring the intended variables accurately. The validity test was conducted using a two-tailed test at a significance level of $\alpha = 0.05$. Based on the number of respondents involved in the study, the r-table value was 0.246. An instrument item was declared valid when the calculated r-value (r-count) was greater than the r-table value (r-count > r-table). The results of the validity test showed that all 10 instrument items for the individual behavior variable (X) were declared valid. Likewise, all 10 instrument items used to measure the employee performance variable (Y) were also declared valid. These results indicate that each statement item contained in the research questionnaire met the validity criteria and could therefore be used in the subsequent stages of data analysis.

After the validity test, a reliability test was conducted to determine the consistency of the research instruments. The reliability test was performed on the instrument items that had previously been declared valid. The test used a significance level of $\alpha = 0.05$, with a reliability criterion based on a comparison between the calculated reliability coefficient and the r-table value of 0.60. An instrument was considered reliable if its calculated value was greater than the r-table value (r-count > r-table). The results showed that the individual behavior variable (X) obtained an r-count value of 0.848, which was greater than the r-table value of 0.60. Therefore, the instrument for the individual behavior variable was declared reliable. Meanwhile, the employee performance variable (Y) obtained an r-count value of 0.913, which was also greater than the r-table value of 0.60. Thus, the employee performance instrument was declared reliable. These findings indicate that the questionnaire instruments for both variables had a high level of consistency and could be relied upon for further analysis.

Furthermore, after the validity and reliability requirements had been fulfilled, a simple linear regression analysis was conducted to examine the relationship and influence between individual behavior (X) and employee performance (Y). The analysis was performed using SPSS to obtain the regression coefficients, t-count value, significance level, and regression equation. The coefficient results provide information regarding the direction and magnitude of the relationship between individual behavior and employee performance. In particular, the t-count value is used to determine whether individual behavior has a statistically significant partial influence on employee performance, while the significance value is used as a basis for decision-making in testing the research hypothesis.

Table 1. Simple Linear Regression Analysis Table

		Coefficients ^a			
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	4.874	4.396		1.109
	X	.863	.101	.741	8.540

a. Dependent Variable: Y

Based on the results presented in Table 1, the simple linear regression analysis shows that the constant value is 4.874, while the regression coefficient for the individual behavior variable (X) is 0.863. Therefore, the simple linear regression equation obtained in this study is $Y' = 4.874 + 0.863X$. This equation indicates that when the individual behavior variable is assumed to have a value of zero, employee performance has a constant value of 4.874. Meanwhile, the regression coefficient of 0.863 indicates that every one-unit increase in individual behavior is predicted to increase employee performance by 0.863 units. The positive regression coefficient indicates that the relationship between individual behavior and employee performance is positive, meaning that better individual behavior tends to be followed by better employee performance.

The regression results also show that the standardized regression coefficient (Beta) is 0.741. This value indicates a positive relationship between individual behavior and employee performance. The magnitude of the Beta coefficient also suggests that individual behavior has a considerable contribution to explaining variation in employee performance. In addition, the t-count value for individual behavior is 8.540 with a significance value of 0.000. Because the significance value is less than 0.05, the individual behavior variable has statistically significant effect on employee performance. As a basis for decision-making in the partial hypothesis test, the comparison between the t-count and t-table values can be used. The criteria for decision-making are as follows:

1. If the value of t-count > t-table, then there is a significant influence of variable X on variable Y.
2. If the value of t-count < t-table, then there is no significant influence of variable X on variable Y.

The t-table value is determined using the formula $t\text{-table} = t(\alpha/2; n-k-1)$. With a significance level of 5%, 62 respondents, and one independent variable, the calculation is $t(0.025; 62-1-1) = t(0.025; 60) = 2.00$. The results show that the t-count value of 8.540 is greater than the t-table value of 2.00 ($8.540 > 2.00$). In addition, the significance value of 0.000 is smaller than 0.05. Therefore, H_0 is rejected, and H_a is accepted. This means that individual behavior has a positive and significant effect on employee performance. The finding indicates that improvements in individual behavior, including biographical characteristics, ability, personality, and learning, are associated with improvements in employee performance.

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Table 2. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.541	3.153

a. Predictors: (Constant), X

Based on Table 2, the correlation coefficient (R) is 0.741. This value indicates that individual behavior has a positive and strong relationship with employee performance. Based on the general interpretation of the correlation coefficient, a value within the interval of 0.60–0.799 indicates a strong relationship. Therefore, the R value of 0.741 demonstrates that the relationship between individual behavior and employee performance is classified as strong and positive. The positive direction means that higher levels of individual behavior are associated with higher levels of employee performance.

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The R Square value of 0.549 indicates that individual behavior is able to explain 54.9% of the variation in employee performance. In other words, more than half of the changes or differences in employee performance in this study can be explained by individual behavior. Meanwhile, the remaining 45.1% is explained by other factors that are not included in the present research model. These factors may include variables such as motivation, organizational culture, leadership, compensation, work environment, job satisfaction, workload, or other factors that may influence employee performance.

The Adjusted R Square value of 0.541 indicates that after considering the number of predictors and the sample size, the proportion of variation in employee performance explained by the model is approximately 54.1%. The relatively small difference between R Square and Adjusted R Square indicates that the regression model remains relatively consistent after adjustment. Meanwhile, the Std. Error of the Estimate value of 3.153 represents the standard error of prediction in the regression model. This value provides an indication of the average magnitude of prediction error produced by the model when estimating employee performance based on individual behavior.

Overall, the results of the simple linear regression analysis demonstrate that individual behavior is an important factor associated with employee performance. The positive regression coefficient of 0.863, the strong correlation coefficient of 0.741, and the coefficient of determination of 54.9% consistently indicate that individual behavior has a positive and significant contribution to employee performance. The t-test results further strengthen this finding because the t-count of 8.540 is substantially greater than the t-table value of 2.00, while the significance value of 0.000 is below the 0.05 threshold. Thus, the research hypothesis stating that individual behavior has a positive and significant effect on employee performance is accepted.

The findings imply that organizations need to pay attention to employee characteristics and individual behavioral factors as part of efforts to improve performance. Employees who possess appropriate abilities, positive personality characteristics, willingness to learn, and supportive individual characteristics are more likely to perform their responsibilities effectively. Therefore, organizational efforts such as training and development, capacity

building, appropriate task placement, continuous learning opportunities, and the creation of a supportive work environment can be considered strategies for strengthening individual behavior and, consequently, improving employee performance.

3.2. DISCUSSION

Based on the results of the statistical tests that have been conducted, the individual behavior variable (X) has a positive and significant influence on the employee performance variable (Y) at PT. PLN Distribution for the Greater Jakarta Area. This finding is evidenced by the results of the t-test, in which the calculated t-value (t-count) is 8.540, while the t-table value is 2.00. Because the t-count value is greater than the t-table value ($8.540 > 2.00$), the proposed hypothesis stating that individual behavior has an influence on employee performance can be accepted. In addition, the significance value obtained is 0.000, which is smaller than the predetermined significance level of 0.05 ($0.000 < 0.05$). Therefore, statistically, individual behavior has a positive and significant effect on employee performance.

The positive influence found in this study indicates that improvements in individual behavior tend to be accompanied by improvements in employee performance. In the context of PT. PLN Distribution for the Greater Jakarta Area, employees are expected to perform various responsibilities that require discipline, accuracy, ability, initiative, adaptability, and continuous learning. These requirements demonstrate that employee performance is not only determined by technical competence but is also closely related to individual characteristics and behavior. Employees who are able to demonstrate positive behavioral characteristics are more likely to complete their tasks effectively, comply with organizational procedures, cooperate with colleagues, and respond appropriately to challenges encountered in the workplace.

The results of the regression analysis further strengthen this finding. The regression equation obtained is $Y' = 4.874 + 0.863X$. The positive regression coefficient of 0.863 indicates that an increase in the individual behavior variable is followed by an increase in employee performance. This means that individual behavior makes a meaningful contribution to changes in employee performance. The coefficient can also be interpreted as indicating that every one-unit increase in individual behavior is associated with an estimated increase of 0.863 units in employee performance, assuming other factors in the model remain constant. Thus, individual behavior is not merely an internal characteristic of employees but also represents an important factor that can contribute to the achievement of organizational performance.

The correlation analysis also demonstrates a strong relationship between the two variables. The correlation coefficient (R) is 0.741, which falls within the 0.60–0.799 interval and can therefore be categorized as a strong relationship. The positive value of the correlation coefficient shows that the direction of the relationship is positive. In other words, employees who demonstrate better individual behavior tend to show higher levels of performance. This strong relationship provides additional empirical support for the argument that employee performance cannot be separated from the characteristics and behavioral patterns of the individuals who carry out organizational activities.

Furthermore, the coefficient of determination (R-squared¹⁶) is 0.549. This value indicates that individual behavior explains approximately 54.9% of the variation in employee performance. The remaining 45.1% is influenced by other variables that are not included in the research model. These variables may include leadership, motivation, compensation, organizational culture, work environment, job satisfaction, workload, communication, career development, and other organizational factors. Although individual behavior does not explain all variations in employee performance, its contribution of 54.9% demonstrates that it is an important explanatory factor in the context of this study. The relatively large contribution also indicates that organizational efforts to improve employee performance should consider individual behavioral aspects alongside other organizational factors.

The findings can be understood through the concept of individual behavior in organizations. According to Gandhi [5], individual behavior in an organization refers to the attitudes and actions of individuals within an organization as expressions of personality, perceptions, and mental attitudes, which can influence individual and organizational work performance. This concept emphasizes that employees do not enter an organization merely as workers who possess technical abilities, but also bring their own personalities, perceptions, attitudes, experiences, and behavioral characteristics. These individual elements subsequently influence how employees respond to organizational situations, interact with colleagues, complete assignments, and respond to instructions from management.

In relation to the indicators used in this study, individual behavior consists of biographical characteristics, ability, personality, and learning. Biographical characteristics represent individual backgrounds that may distinguish one employee from another. Although biographical characteristics do not automatically determine performance, differences in age, educational background, work experience, and other characteristics can affect the way employees perform their duties and respond to workplace demands. Employees with adequate experience and educational backgrounds relevant to their responsibilities may have advantages in understanding work procedures and solving problems.

The ability aspect is also important because employees need adequate intellectual and practical capabilities to complete their responsibilities. Employees who possess the required abilities are more likely to understand instructions, solve work-related problems, make appropriate decisions, and complete tasks within established standards in an organization such as PT. PLN Distribution³ for the Greater Jakarta Area, where work activities require accuracy and responsibility, the ability of employees to perform their duties effectively becomes an important component of performance. Therefore, developing employee competencies through training, technical guidance, and continuous learning can contribute to improved performance.

Personality is another important component of individual behavior. Employees with positive personality characteristics, such as responsibility, emotional stability, cooperation, discipline, and openness to feedback, may be better prepared to deal with work pressures and organizational demands. Personality influences how employees interact with colleagues and superiors, respond to problems, and manage their responsibilities. A positive personality

can support the creation of constructive working relationships, which in turn may contribute to improved individual and team performance.

Learning also plays a significant role in shaping individual behavior. Employees continuously acquire knowledge and skills through formal training, workplace experiences, interaction with colleagues, and evaluation of previous work. Learning allows employees to adapt to changes, understand new procedures, correct previous mistakes, and improve the quality of their work. In a dynamic organizational environment, employees who are willing to learn and develop themselves are more likely to adjust to changes in technology, regulations, work systems, and organizational expectations.

The findings of this study are consistent with previous research conducted by Muttqien [25]. The study found that Organizational Citizenship Behavior (OCB) has a significant positive effect on both job satisfaction and employee performance. This finding indicates that positive behaviors demonstrated by employees beyond their formal job responsibilities can contribute to better organizational outcomes. Employees who voluntarily assist colleagues, demonstrate responsibility, maintain good interpersonal relationships, and contribute positively to the organization can create a more supportive working environment.

The relationship between individual behavior and employee performance can also be explained through job satisfaction. Anwar [17] found that job satisfaction partially mediates the relationship between OCB and employee performance. This suggests that positive individual behavior may not only directly improve performance but can also create conditions that increase employees' satisfaction with their work. When employees feel comfortable, valued, and satisfied within their work environment, they may demonstrate greater enthusiasm and commitment in completing their responsibilities. Consequently, increased job satisfaction can contribute to higher employee performance.

The findings also have practical implications for organizational management. Because individual behavior has a significant relationship with employee performance, management should develop strategies that support positive behavioral characteristics among employees. Such strategies can include competency development programs, training, mentoring, performance feedback, recognition of employee achievements, and the creation of opportunities for employees to continue learning. Management should also ensure that employees are placed in positions that are appropriate to their abilities and competencies so that their potential can be utilized optimally.

In addition, organizations should establish a work environment that encourages positive interactions and constructive behavior. A supportive environment can help employees develop better relationships with colleagues and superiors. Open communication, fair treatment, clear responsibilities, and appropriate recognition can encourage employees to demonstrate initiative and responsibility. When these conditions are combined with adequate individual abilities and continuous learning opportunities, employee performance is expected to improve sustainably.

From the employees' perspective, the results indicate the importance of developing positive individual behavior as part of professional development. Employees need to recognize their strengths and weaknesses, improve their competencies, maintain discipline, develop constructive interpersonal relationships, and remain open to learning. Individual

behavior is not necessarily static; it can develop through experience, education, training, organizational interaction, and personal reflection. Therefore, employees who actively seek opportunities for self-improvement may have greater potential to improve their performance.

Overall, the results of this study provide empirical evidence that individual behavior is an important factor influencing employee performance at PT. PLN Distribution for the Greater Jakarta Area. The t-test results, positive regression coefficient, strong correlation coefficient, and coefficient of determination consistently demonstrate the importance of individual behavior in explaining employee performance. The t-count of 8.540, which is greater than the t-table value of 2.00, together with the significance value of 0.000, confirms that the influence is statistically significant. The R value of 0.741 indicates a strong positive relationship, while the R Square value of 0.549 shows that individual behavior contributes 54.9% to employee performance.

Therefore, the results support the view that improving employee performance requires attention not only to organizational systems and work procedures but also to the individuals who implement those systems. Strengthening employee abilities, developing positive personality characteristics, encouraging continuous learning, and supporting constructive individual behavior can become important strategies for improving performance. At the same time, the remaining 45.1% indicates that future research should consider other variables that may also affect employee performance. Variables such as motivation, leadership, organizational culture, compensation, job satisfaction, work environment, and workload could be incorporated into future studies to provide a more comprehensive understanding of the factors determining employee performance.

4. CONCLUSION

This study concludes that individual behavior is positively and significantly associated with employee performance at PT. PLN Distribution for the Greater Jakarta Area. The relationship between the two variables is relatively strong, with a correlation coefficient of 0.741, while individual behavior explains 54.9% ($R^2 = 0.549$) of the variation in employee performance. These findings indicate that employees' abilities, personality, individual characteristics, and learning experiences are associated with differences in their work performance.

The findings have practical implications for organizational management. PT. PLN Distribution for the Greater Jakarta Area may strengthen employee performance by providing relevant competency development and learning opportunities, supporting continuous improvement, and ensuring appropriate alignment between employees' abilities and the roles assigned to them. Attention to individual characteristics and behavioral development may help create working conditions that support higher-quality, more efficient, and more consistent employee performance.

This study has several limitations. The research was conducted within a single organizational setting, namely PT. PLN Distribution for the Greater Jakarta Area, and used a cross-sectional self-report survey involving a relatively limited number of respondents. Therefore, the findings should be interpreted within the context of the organization and research period and should not be generalized broadly without further evidence.

Future research is recommended to examine employee performance using a multivariable model that incorporates other potentially relevant factors, such as leadership, work motivation, organizational culture, work environment, and job satisfaction. Further studies could also involve employees from multiple PLN units or other organizations and use longitudinal or mixed-method approaches to provide a broader understanding of the factors associated with employee performance.

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