

THE INFLUENCE OF EMPLOYEE EXPERIENCE, EMPLOYEE ENGAGEMENT, AND WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE AT PT. PUPUK ISKANDAR MUDA NORTH ACEH

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Abstract

This study aims to analyze the influence of employee experience, employee engagement, and work-life balance on employee performance at PT Pupuk Iskandar Muda. The background of this study is based on the importance of human resources as a strategic asset of the company, where employee performance is a key factor in achieving organizational goals. In practice, PT PIM faces several internal challenges such as lack of work experience among some employees, low employee engagement in work, and imbalance between work and personal life. This study uses a quantitative approach with a survey method through a questionnaire distributed to 103 respondents, which was determined by purposive sampling technique. The variables studied consist of employee experience, employee engagement, work-life balance as independent variables, and employee performance as the dependent variable. The results of this study are expected to provide an understanding of the factors that influence employee performance, as well as become a consideration in making human resource management policies at PT PIM in order to improve employee work effectiveness. This study also provides theoretical and practical contributions, both to the development of management science and the implementation of HR management strategies in organizations.

Keywords: *Employee Experience, Employee Engagement, Work-life Balance, Employee Performance*

INTRODUCTION

Human resources (HR) are a crucial factor required by a company to achieve its goals. A company's primary goal is to generate profits and long-term growth. To achieve this goal, every company requires effective and efficient strategies and policies to become a large and resilient company. Companies can be categorized into three main types: service companies, trading companies, and manufacturing companies. Companies must prioritize the development of competent human resources. Having competent and qualified human resources is a vital asset for a company. Qualified employees will produce excellent work performance and deliver results that can improve the company's performance. HR plays a crucial role in calculating the effectiveness and efficiency of work completion, as inaccurate HR provision can result in inefficient and ineffective work completion. To achieve optimal success, every company must improve the quality of its human resource management. Human resources are a crucial asset for a company's progress and development. The success or failure of a company is heavily influenced by its human resources. However, a company will not be able to run well if it does not have employees who are capable of carrying out their duties well (Gunani et al., 2020). According to Mangkunegara, 2015 performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is very important in determining whether an organization can achieve its goals or not, but every organization and company always strives to improve the performance of its employees. If a company has a workforce/employees who produce poor performance, it will have an impact on the company in achieving its goals,

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conversely, if the company produces good performance, the company's goals will be achieved easily. One factor that influences employee performance is employee experience. Employee work experience encompasses all perceptions, relationships, and feelings experienced by individuals while working in an organization or company, from recruitment, initial orientation, training, relationships with superiors and coworkers, to career development and the time of leaving the company. Employee experience is a value proposition and is determined by the job, workplace culture, empowering technology, flexible human resource policies/practices, and inclusive leadership. A person's experience is related to good work, tenure, knowledge and skills, and the ability to perform the job. (Pannerselvam and Balaraman, 2022). Employee experience significantly impacts employee performance and is one of the most important factors in a company. Employees with work experience will find it much easier to complete assigned tasks. Work experience is a key asset for someone entering a particular field. Companies need to maintain existing human resources to face competition by motivating and empowering their employees to maintain and improve their performance. If an employee lacks sufficient work experience, the company may face a number of initial challenges or consequences, depending on the level of experience required for the position. These work experience-related issues arise from a combination of individual factors, an education system that is not aligned with industry needs, and company policies. However, with support, improved training programs, and appropriate coaching, employees can become long-term assets to the company.

In addition to the factors mentioned above, there is another factor, namely work-life balance, which is a person's ability to maintain a balance between their individual needs and the needs of their work and their family. Individuals who successfully balance their roles both within and outside the organization will be able to navigate both aspects of life well. An imbalance between work and personal life can lead to stress, role conflict, and a lack of time for family interaction and meaningful non-work activities. (Rundonuwu et al., 2019) explains that work-life balance or *work-life balance* namely how someone is able to balance the demands of work with personal needs. An unhealthy work-life balance is feared to cause employees to lose balance between work and their personal lives, making it difficult for them to enjoy life which can result in less time with themselves and their families, if stress and declining health can reduce the quality of work, mental and physical employees themselves. Based on this, it can be concluded that employee performance is not only an individual achievement, but also for the achievement of the company/organization. PT Pupuk Iskandar Muda since 2007 has strived to implement the principles of Good Corporate Governance (GGC) in the company culture. PT PIM has a strategic responsibility to help the agricultural sector and fulfill Indonesia's food needs. But in other matters PT PIM is also very loyal to its employees in terms of providing salaries and employee career benefits. This company does not only depend on external factors, but also on internal factors, namely employee performance to achieve company goals.

In the current era of globalization, the phenomenon of declining employee performance at PT. PIM has become a focus in recent years, due to a number of existing problems, namely employee work experience (*employee experience*) which is still lacking, making it difficult for them to adapt and improve their performance. The current increasingly competitive and tight competition conditions pose a challenge for them in completing their tasks. This is especially true for some PT. PIM employees who lack sufficient work experience, resulting in their knowledge and skills being suboptimal. This can take a considerable amount of time to complete their work. However, with support, improved training programs, and appropriate coaching, they can become long-term assets for the company. Regarding employee work experience, based on the author's observations at PT Pupuk Iskandar Muda, in general, some employees have a long tenure, thus possessing the knowledge to understand and apply information to their work. However, this can be achieved because PT. PIM prioritizes selecting prospective employees who have experience working in the required fields during its recruitment process. Therefore, the company hopes that the quality and quantity received by the company for employee performance will be at maximum achievement.

Furthermore, another problem that exists at PT PIM is Employee Involvement (*Employee Engagement*) Lack of cooperation among coworkers makes some employees feel uncomfortable and rarely receive recognition. These factors often lead to employee complaints and thus become unenthusiastic about their work. This encompasses various challenges that affect employee motivation, satisfaction, and engagement in their work. Some of the issues companies face regarding employee engagement in large companies operating in tightly structured industries are that change often encounters resistance. Employees who are not involved or do not fully understand the objectives of the changes or transformations taking place in the company may feel less motivated to support those changes. This condition can be a barrier to efforts to increase employee engagement. This is in line with research (Socket 2014, Sivastava & Bags, 2021) which suggests that low engagement can negatively impact employees' desire to leave the company. Another issue at PT PIM related to work-life balance is the lack of a flexible working time policy, long working hours, and excessive workloads, resulting in some employees experiencing overtime. Employees working in large, structured companies are often faced with tight targets and pressing deadlines. This can force employees to

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sacrifice their personal time, negatively impacting their health and quality of life. Excessive work demands and an imbalance between work and personal life can cause stress, ultimately leading to physical and mental exhaustion. This can lead to decreased performance. Employees who are constantly exposed to work pressure without the opportunity to rest or recover can experience long-term declines in motivation, productivity, and health. This condition also has the potential to reduce employee satisfaction and engagement levels in their work.

LITERATURE REVIEW

From a study conducted by Irfan et al, (2024), who conducted a study on the effect of Work-life Balance on employee performance at PT. Japfa Comfeed Tbk. Makassar Unit. The data analysis method used simple linear regression analysis techniques and hypothesis testing. The results of the study showed that Work-life balance and Employee engagement had a positive and significant effect on employee performance. Based on research by Arifin and Armawan (2022) who conducted a study entitled Study of Work Experience, Work Commitment, Organizational Support and Their Influence on Employee Performance. The results of the study showed that work experience had a significant effect on employee performance. Perceived organizational support had a significant effect on employee performance. Work experience, organizational commitment and perceived organizational support had a significant effect simultaneously on employee performance.

Sucahyowati (2020) conducted research with the title *The Influence Employee Engagement On Employee Performance at PT MK Semarang*. The results of the study show that the regression value is 0.602 and the constant is 8.731. This means that without the involvement of other employees, employee performance is 8.731 and increases significantly by a multiple of 0.602. The influence of Employee Engagement on employee performance at PT. MK is very significant with a sig value = 0.00. This means that there is an influence of Employee Engagement on employee performance at PT. MK. Semarang Afiani, Suhaeli and Muhdiyanto (2020) conducted a study entitled *The Influence of Work-life Balance, Motivation, Work Environment and Work Engagement on Employee Performance (Empirical Study at Borobudur Temple Tourism Park)*. The results showed that Work-life balance, motivation, work environment and work engagement simultaneously influenced employee performance and work-life balance, motivation, work environment and work engagement partially had a positive effect on employee performance.

Umilhastanti and Friyanto (2022) conducted research with the title *The Influence of Organizational Support and Employee Engagement On the Performance of Regional Personnel Agency Employees*. The results of this study indicate that employee engagement has a positive and significant effect on employee performance. The higher the employee's sense of engagement with their work, the higher the quality of their work performance. Fajar and Lutlean (2023) conducted a study entitled *The Effect of Work-Life Balance and Non-Physical Work Environment on Employee Performance at PT. Kimia Farma TBK Jakarta*. The results of the study show that employee performance at PT. Kimia Farma, Tbk. Jakarta is strongly influenced by Work-Life Balance and the non-physical work environment, which are considered high in terms of quality. Through the use of multiple linear regression analysis, it has been proven that Work-Life Balance and the non-physical work environment have a very influential impact on employee performance both partially and overall.

Sawitri (2024) conducted research with the title *The effect of work-life balance, employee engagement and training on job satisfaction and employee performance*. The results of this study are that work life affects job satisfaction, employee engagement affects job satisfaction, training affects job satisfaction, work-life balance affects employee performance, employee engagement affects employee performance, training affects employee performance and job satisfaction affects employee performance. Maulika et al., (2024) conducted a study entitled *Boosting Employee Performance: The Synergy of Employee Engagement and Work-life Balance*. The results of this study show that employee performance is greatly influenced by employee engagement and work-life balance which are considered important in maximizing employee performance. Pratiwi, and Fatoni (2024) conducted a study entitled *The Influence of Employee Engagement and Work-Life Balance on Employee Performance Through Job Satisfaction*. With the results of the study, the results of the study explain that Employee Engagement and Work-Life Balance have a positive and significant effect on employee performance and job satisfaction. Job satisfaction does not have a significant effect on employee performance. Job satisfaction cannot mediate the influence of employee engagement and work-life balance on employee performance. Setiawan et al., (2024) conducted a study entitled *"The Influence of Educational Background and Work Experience on Employee Performance at PT. Feederal International Financial (FIF) Group, Singaraja Branch."* The results of the study show that (1) educational background does not affect employee performance as seen from $t \text{ count} = 1.039 < t \text{ table} = 1.99394$ or $p\text{-value} = 0.302 > \alpha = 0.05$ (2) work experience affects employee performance as seen from $t \text{ count} = 9.641 > t \text{ table} = 1.99394$ or $p\text{-value} = 0.000 < \alpha = 0.05$ and (3) educational background and work experience affect employee performance as seen from $F \text{ count} = 47.542 > F \text{ table} = 3.13$ or $p\text{-value} = 0.000 < 0.05$.

METHOD

The object of this research is employees at PT. Pupuk Iskandar Muda, by analyzing the influence of employee experience, employee engagement, and work-life balance on employee performance. The location of this research was conducted at PT. PIM. located in the Lhokseumawe industrial area on the shores of the Malacca Strait Jl. Medan Banda Aceh, Keude Krueng Geukueh, Dewantara District, North Aceh Regency. Population is a collection of objects or subjects that have special qualities and characteristics determined by researchers to be studied, depending on the scope of the research conducted with the aim of drawing conclusions or describing all the elements to be studied. According to Handayanin, this makes it easier for researchers to collect the necessary information. The population used in this study is all employees at PT. PIM, totaling 630 employees. A sample is a portion of the population and its characteristics (Sugiyono, 2017). A sample is a portion of a population that shares similar characteristics with the entire population under study. In other words, a sample is a research method that involves selecting a portion of the population to be studied. In this study, the sample was taken using a non-probability sampling method with a purposive sampling technique. Purposive sampling is a sampling technique based on specific considerations and criteria for selecting the sample to be studied. According to Sugiono (2018), purposive sampling is a sampling technique that utilizes specific considerations and criteria for selecting samples based on specific criteria. To determine the sample size, the researcher used the Slovin formula to facilitate the selection of respondents. The Slovin formula is as follows:

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

Information :

n= Number of samples

N = Population size

E = Maximum error tolerance is generally used 1% or 0.01
5% or 0.05 and 10% or 0.1

The employee population at PT. PIM is 630 employees. The sample size was determined using several methods, including the Slovin formula as follows:

$$\begin{aligned} n &= \frac{630}{1+630(0,09^2)} \\ &= \frac{630}{1+630(0,0081)} \\ &= \frac{630}{1+5,103} \\ &= \frac{630}{6,103} = 103 \end{aligned}$$

Based on the results of the sample calculation using purposive sampling with the Slovin formula above, the sample obtained in this study was 103 employees at PT. PIM

RESULTS AND DISCUSSION

Normality Test Results

The results of the data normality test using the normality probability plot test in the figure show that the points in the graph are spread around the diagonal line or follow the diagonal line. Therefore, it can be concluded that the data in this study is normally distributed, and the assumption of normality is met.

Multicollinearity Test

Based on the multicollinearity test, the VIF values for each study can be seen as follows:

1. The VIF value for the Employee Experience variable is $1.970 < 10$ and the tolerance value is $0.508 > 0.10$ so that the Employee Experience variable is declared to have no symptoms of multicollinearity.
2. The VIF value for the Worklife Balance variable is $2.332 < 10$ and the tolerance value is $0.429 > 0.10$ so that the Employee Engagement variable is declared to have no symptoms of multicollinearity.
3. The VIF value for the Inclusive Work Environment variable is $1.369 < 10$ and the tolerance value is $0.730 > 0.10$ so that the Work-life Balance variable is declared to have no symptoms of multicollinearity.

Heteroscedasticity Test

The results of the heteroscedasticity test displayed in Figure 4.2 show that the distribution of points on the scatterplot graph does not form a particular pattern and is spread above and below the number 0 on the Y axis. Thus, it can be concluded that the regression model used does not experience heteroscedasticity.

Multiple Linear Regression Results

Table 1
Results of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
1 (Constant)	3,064	2.2311		1,373	0.173
Employee Experience	0.124	0.118	0.115	1,051	0.296
Employee Engagement	0.438	0.144	0.363	3,050	0.003
Work-life Balance	0.289	0.099	0.266	2,909	0.004

Source: Processed data (2025)

Based on the results of data processing in the table, the following equation is obtained:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = 3.064 + 0.124 + 0.438 + 0.289$$

Based on the results of the multiple linear regression equation above, the following results were obtained:

1. The constant value obtained is 3.064, which means that Employee Experience (X1), Employee Engagement (X2), and Work-life Balance (X3) have a constant value of 3.064.
2. The Employee Experience variable (X1) obtained a coefficient value of 0.124. This indicates that Employee Experience has a small effect on employee performance, namely 0.124.
3. The Employee Engagement variable (X2) obtained a coefficient value of 0.438. This indicates that every increase in Employee Engagement will increase employee performance by 0.438.
4. The Work-life Balance variable (X3) obtained a coefficient value of 0.289. This indicates that every increase in Work-life Balance will increase employee performance by 0.289.

Coefficient of Determination Test

Table 2
Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.630 ^a	0.397	0.379	1.8528

Source: Processed data (2025)

Based on the results of the coefficient of determination test in the table above, a coefficient value (R) of 0.630 was obtained. This value indicates that there is a relationship between Employee Experience, Employee Engagement, and Work-life Balance on Employee Performance. While the coefficient of determination (R square) value is 0.397, which means that the variables Employee Experience, Employee Engagement, and Work-life Balance together are able to explain 39.7% of the variation that occurs in Employee Performance. So it can be concluded that the magnitude of the influence of the variables Employee Experience, Employee Engagement, and Work-life Balance on Employee Performance is 0.397 (39.7%). Meanwhile, the Adjusted R square value of 0.379 indicates that the regression model in this study is able to explain 37.9% of the variation in the dependent variable. The remaining 60% is explained by other factors outside the model that were not examined in this study.

Simultaneous Test (f)

Table 3
Simultaneous Test Results
ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig
1	Regression	223,972	3	74,657	21,748	0.000b
	Residual	339,853	99	3,433		
	Total	563,825	102			

Source: Processed data (2025)

Based on the results of the regression test in table 4.16, the results of the simultaneous regression test (f test) were obtained with an F value of 21.748 or greater than the results of the f table of 2.70 ($21.748 > 270$) with a significance level of 0.000 or smaller than the predetermined significance level of 0.05 ($0.000 < 0.05$). So it can be concluded that Employee Experience (X1), Employee Engagement (X2), and Work-life Balance simultaneously influence Employee Performance (Y).

(H4 : Accepted)

The Influence of Employee Experience on Employee Performance

Based on the partial test results, it is known that The Employee Experience variable obtained a significant value of 0.296 or greater than the significant level used, namely 0.05 ($0.296 > 0.05$) and obtained a calculated t value of 1.051 or smaller than the t table value of 1.984 ($1.051 > 1.984$) and had a coefficient value of 0.124. This shows that although increasing employee work experience can contribute to work improvement, the influence is not yet statistically strong enough to be a dominant factor in improving performance. Indicators in the Employee Experience variable in this study include length of service, level of mastery of work, knowledge and skills, as well as technological support and work environment.

This is in line with the findings of Panneerselvam and Balaraman (2022) who stated that *Employee Experience* consists of employee interactions with work, organizational culture, and supportive systems. Although not significant, this positive influence indicates the importance of the company in building a positive long-term work experience, especially through training, mentoring, and adaptive work systems. Kande & Purba (2020) also support this finding, stating that work experience has a positive influence on employee performance, but the effect is highly dependent on the overall conditions of the organization. Therefore, the hypothesis stating that Employee Experience influences Employee Performance is rejected.

(H1 rejected)

The Influence of Employee Engagement on Employee Performance

Based on the partial test results, it is known that the variables *Employee Engagement* obtained a significance value of 0.003 or smaller compared to the significance level used, namely 0.05 ($0.003 < 0.05$) and obtained a calculated t value of 3.050 or greater than the t table value of 1.984 ($3.050 > 1.984$) and had a coefficient value of 0.438. This shows that active employee involvement in their work has a real contribution to improving performance. Employee Engagement reflects the extent to which employees feel enthusiastic, have high work morale, feel appreciated, and are emotionally involved in their work. Indicators of this variable in the study include participation in the work process, two-way communication, a sense of belonging to the Company, dedication, and enthusiasm and focus in completing work. This finding is reinforced by the theory of Schaufeli & Salanova (2014) which states that *Employee Engagement* is closely related to employee motivation and work performance. Saks (2006) in his research also emphasized that Employee Engagement plays a key mediator in building high work performance, through increased commitment and job satisfaction. Therefore, the hypothesis testing states that Employee Engagement has a positive and significant effect on Employee Performance at PT Pupuk Iskandar Muda.

(H2 Accepted).

The Influence of Work-Life Balance on Employee Performance

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Based on the partial test results, it is known that the variables *Work-life Balance* obtained a significance value of 0.004 or smaller than the significance level used, namely 0.05 ($0.004 < 0.05$) and obtained a calculated t value of 2.909 or greater than the t table value of 1.984 ($2.909 > 1.984$) and had a coefficient value of 0.289. This shows that the balance between employees' personal lives has a direct impact on their work performance. Employees who are able to balance work and personal affairs tend to have low stress levels, good mental health, and high productivity. Indicators of Work-life Balance in this study include time balance, involvement in family life, satisfaction with work time arrangements, and the ability to carry out social and personal activities. These results are in line with Dina's research (2018) where the results show that Work-life Balance has a significant effect on performance. By maintaining balance, employees can be more focused and productive both in personal and professional aspects. This finding is also supported by Ricardianto (2018) who stated that companies that pay attention to the balance between work and personal life of employees will have better retention rates and a healthy work culture. Therefore, the hypothesis test states that Employee Engagement has a positive and significant effect on Employee Performance at PT Pupuk Iskandar Muda.

(H3 Accepted).

CONCLUSION

Based on the results and discussion, several conclusions can be drawn as follows:

1. *Employee Experience* has an influence but is not significant on the performance of employees of PT Pupuk Iskandar Muda, with a significance value of $0.296 > 0.05$. This shows that although work experience is important, in the context of the company studied, work experience has not been a major factor in improving work performance.
2. *Employee Engagement* has a positive and significant effect on employee performance at PT Pupuk Iskandar Muda, with a significance value of $0.003 < 0.05$. This indicates that the higher the involvement felt by employees, the higher their motivation, loyalty, and contribution to achieving company goals.
3. *Work-life Balance* has a positive and significant effect on employee performance at PT Pupuk Iskandar Muda, with a significance value of $0.004 < 0.05$. This indicates that companies that support work-life balance and implement a good work-life balance can increase employee job satisfaction, loyalty, and productivity, as well as reduce stress and turnover levels.

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