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Work Experience, Work-Life Balance, and Competence: Their Effect on Employee Performance in Sung Shin Advance Indonesia

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Abstract

This research examines how work experience, competence, and work-life balance relate to employee performance within PT. Sung Shin Advance Indonesia. It follows a quantitative design using an associative analytical framework. The population covers all 66 staff members in the company's Main Office Division, all of whom serve as respondents through saturation sampling. Information is gathered via survey instruments and processed using multiple linear regression supported by SPSS version 26. Within the variable structure, work experience and competence hold a direct positive and meaningful association with performance outcomes. Meanwhile, work-life balance does not register a statistically meaningful connection to the same measure. Taken together, the three constructs define a significant portion of performance variation, with the coefficient of determination standing at 46.7%. From this relational setup, strengthening work experience and competence forms a viable pathway to raise overall employee performance levels at the organization.

Keywords: Work Experience, Work-Life Balance, Competence, Employee Performance.

INTRODUCTION

Human resources act as strategic assets that directly support an organization's ability to meet its goals. Competitive strength does not rely solely on financial resources, technology, or infrastructure; it also depends heavily on workforce quality specifically the capability to carry out tasks efficiently and effectively. For this reason, proper human

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resource management becomes central to raising productivity and helping the organization reach its targets.

PT Sung Shin Advance Indonesia (SSAI) operates in the manufacturing sector with a focus on meeting production goals efficiently. Data from 2025 shows actual output reached 20,258,346 units, while the set target stood at 24,545,572 units. This shortfall reveals that current operational performance has not yet reached its optimal level. Investigating the factors shaping employee output therefore becomes a necessary step to lift productivity and close the production gap.

Employee performance stands as a key driver of organizational success, especially in competitive markets that demand adaptability, innovation, and efficiency. Operational improvement depends on strategic human resource practices, where staff are viewed not merely as production inputs but as core assets supporting long-term objectives. Developing a workforce capable of keeping pace with technological and scientific progress directly strengthens organizational results. Sutoyo et al. (2025) note that higher workforce quality improves competitive standing and sustains consistent performance. Similarly, Dessler (cited in Sutoyo et al., 2025) frames human resources as irreplaceable assets that fundamentally determine organizational outcomes.

Work experience forms one variable linked to employee performance. It represents the cumulative knowledge, skills, and capabilities gained through work involvement, allowing tasks to be completed more effectively. Those with longer tenure typically adjust faster to job requirements, make sounder judgments, and resolve operational challenges more reliably. Within relational frameworks, this variable shows a positive and significant connection to performance in studies by Arfa et al. (2026), Baiti and Rosyidi (2026), Rehatta et al. (2026), Adinanda et al. (2026), and Rosanti and Yamin (2026). Conversely, Marselinus (2023) positions it as having no meaningful statistical link. These differing outcomes justify further examination of how work experience interacts with performance.

Work-life balance constitutes another dimension potentially shaping performance. It describes the capacity to align professional duties and personal responsibilities without conflict, supporting harmony between both spheres. When maintained, it reduces role tension, raises satisfaction, and supports consistent productivity. In analytical models, this construct holds a positive and significant relationship with performance according to Sinaga et al. (2025), Mutiara (2025), Azizah and Oktavianti (2025), and Hutapea et al. (2025). Other configurations show no significant association (Anggoro & Asdar, 2025) or even a negative significant link (Timbuleng et al., 2023). Such variation highlights the need for deeper analysis of its role.

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Competence also operates as a predictor variable in performance models. It combines knowledge, technical skill, ability, and attitude, allowing employees to meet organizational standards. Higher competence levels enable better efficiency, improved work quality, and greater alignment with company goals. In empirical structures, it demonstrates a positive and significant relationship with performance in research by Utami et al. (2024), Oktavia and Firdaus (2024), Nurfitrialin et al. (2024), Thalib et al. (2024), and Afandi and Veritia (2024). An alternative model from Hutabarat et al. (2023) presents it as having a negative significant effect. These opposing results create a gap requiring further clarification.

This analysis evaluates how work experience, work-life balance, and competence relate to employee performance at PT Sung Shin Advance Indonesia. It addresses both the operational gap observed at the firm and the inconsistent patterns found in existing literature. The work contributes theoretically to human resource management frameworks, particularly regarding performance determinants. Practically, it offers insights that can guide strategies to raise workforce output.

Objectives

This study aims to:

1. Analyze the effect of work experience on employee performance at PT. Sung Shin Advance Indonesia (SSAI)
2. Analyze the effect of work-life balance on employee performance at PT. Sung Shin Advance Indonesia (SSAI)
3. To analyze the effect of competence on employee performance at PT. Sung Shin Advance Indonesia (SSAI)
4. To analyze the simultaneous effects of work-life balance, employee engagement, and employee well-being on employee performance.

LITERATURE REVIEW

Work Experience and Employee Performance

Work experience encompasses the knowledge, capabilities, and expertise built up through participation in professional tasks across a given timeframe (Arfa et al., 2026). It covers both the duration of service and the value of insights gained from addressing varied operational situations. Higher levels of this attribute enable smoother adaptation to shifting job requirements, stronger problem-solving capacity, and more consistent task

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execution. Within analytical frameworks, it stands as a key determinant that supports higher employee output (Baiti & Rosyidi, 2026).

Work Life Balance and Employee Performance

Work-life balance describes the capacity to align professional obligations with personal and family responsibilities in a sustainable manner (Yanti et al., 2025). It centers on managing time, effort, and dedication so that no key area of life is overlooked while fulfilling various roles. When this alignment is achieved, it lowers work-related pressure, raises satisfaction in the role, and supports consistent output (Mutiara et al., 2025). Individuals who sustain this equilibrium tend to show stronger drive, greater attachment to the organization, and better overall work results.

Competence and Employee Performance

Competence functions as a core determinant shaping employee work outcomes. It represents an integrated set of knowledge, practical abilities, and professional attitudes that allow individuals to carry out duties in line with established organizational benchmarks (Utami et al., 2024). The construct covers both technical proficiency and the capacity to apply that expertise alongside appropriate workplace conduct toward institutional goals. Higher levels of this attribute support more efficient task execution, better output quality, and stronger adjustment to evolving operational conditions (Oktavia & Firdaus, 2024). As such, those with greater competence consistently deliver higher performance compared to their less proficient counterparts.

Conceptual Framework and Hypotheses Development

From the analysis of existing theoretical and empirical sources, the following relational propositions are formulated:

H1: Within the variable relationship framework, work experience holds a positive and statistically meaningful association with employee performance.

H2: In the relational structure of the model, work-life balance does not exhibits a statistically significant connection to employee performance.

H3: Competence maintains a positive and statistically meaningful relationship with employee performance within the analytical model.

H4: When considered together, work experience, work-life balance, and competence jointly show a positive and statistically significant association with employee performance within the model.

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RESEARCH METHOD

This investigation applies a quantitative method paired with an associative framework. As defined by Sugiyono (2022), this design focuses on identifying connections or causal influences between two or more variables. It aligns directly with the study's goal to assess how work experience, work-life balance, and competence relate to employee performance at PT Sung Shin Advance Indonesia. This structure allows statistical measurement and empirical verification of the proposed links.

The research took place at PT Sung Shin Advance Indonesia, involving 66 personnel from the Main Office Division as participants. Saturated sampling was used, meaning every individual in the defined population was included in the sample set (Sugiyono, 2022). Information was gathered through structured questionnaires using a 10-point Likert scale, scored from 1 (strong disagreement) to 10 (strong agreement). All items met established validity and reliability criteria, confirming the tool's suitability for data collection.

Processing and evaluation relied on SPSS version 26. The analytical sequence covered validity checks, reliability assessment, classical assumption testing (for normality, multicollinearity, and heteroscedasticity), multiple linear regression, individual significance testing via t-test, simultaneous significance testing via F-test, and calculation of the coefficient of determination (R^2).

RESULT AND DISCUSSION

Result

Validity Test

Table 1. Validity Test Results

No	Variable	Statement	r-table Value	r-calculated Value	Description
1	Work Experience	X1.1	0,2423	0,584	Valid
		X1.2		0,701	Valid
		X1.3		0,614	Valid
		X1.4		0,567	Valid
2	Work-Life Balance	X2.1	0,2423	0,623	Valid
		X2.2		0,777	Valid
		X2.3		0,853	Valid

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		X2.4		0,741	Valid
3	Competence	X3.1	0,2423	0,724	Valid
		X3.2		0,833	Valid
		X3.3		0,714	Valid
		X3.4		0,636	Valid
4	Employee Perfomance	Y1	0,2423	0,739	Valid
		Y2		0,850	Valid
		Y3		0,738	Valid

Source: Processed SPSS Data (2026).

From the validity assessment, every item used to measure Work Experience (X1), Work-Life Balance (X2), Competence (X3), and Employee Perfomance (Y) returned computed correlation values exceeding the critical r-table threshold of 0.2423. This confirms all indicators meet the required validity standard. The outcome verifies that the measurement tool is appropriate for gathering information and carrying out further statistical procedures.

Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Experience (X1)	0.638	Reliable
Work-Life Balance (X2)	0.744	Reliable
Competence (X3)	0.704	Reliable
Employee Performance (Y)	0.667	Reliable

Source: Processed SPSS Data (2026).

All study variables met the reliability standard, with each recording a Cronbach's Alpha coefficient above the 0.60 benchmark. The respective values are 0.638 for Work Experience, 0.744 for Work-Life Balance, 0.704 for Competence, and 0.667 for Employee

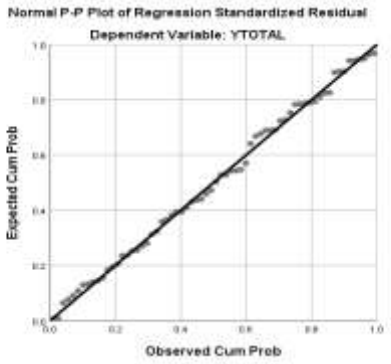
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Performance. These figures confirm sufficient internal consistency across the measurement scale, validating the instrument's reliability for analytical use.

Normality Test

Table 3. Normality Test Results



Source: Processed SPSS Data (2026).

Before running the regression model, the required classical assumption checks were carried out. The Kolmogorov-Smirnov test for normality returned a significance figure of 0.200, which lies above the 0.05 cutoff. This confirms that the dataset follows a normal distribution pattern.

Kolmogorov–Smirnov Test

Table 4. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		66
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.78145411
Most Extreme Differences	Absolute	.050
	Positive	.043
	Negative	-.050
Test Statistic		.050
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

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c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance

Source: Processed SPSS Data (2026).

The Asymp. Sig. (2-tailed) value from the Kolmogorov-Smirnov test stood at 0.200, surpassing the 0.05 significance limit. This outcome shows no meaningful deviation between the residual distribution and the standard normal pattern, thus fulfilling the normality requirement for the analysis.

Heteroscedasticity Test

The Glejser test results returned significance values above the 0.05 threshold for every independent variable. This confirms the regression model contains no heteroscedasticity issues, satisfying a key classical assumption for valid multiple linear regression procedures.

Table 5. Glejser Test Results

Independent Variables	t-value	Sig.	Description
Work Experience (X1)	-0,500	0,619	No heteroscedasticity detected
Work-Life Balance (X2)	0,549	0,585	No heteroscedasticity detected
Competence (X3)	0,201	0,841	No heteroscedasticity detected

Source: Processed SPSS Data (2026)

From the Glejser test output, each variable recorded a significance level above the 0.05 cutoff. This confirms the regression model is free from heteroscedasticity, meeting the homoscedasticity requirement and making the dataset suitable for subsequent statistical evaluation.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Independent Variables	Tolerance	VIF	Description
Work Experience (X1)	.899	1.113	No multicollinearity detected
Work-Life Balance (X2)	.782	1.279	No multicollinearity detected

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Competence (X3)	.814	1.228	No multicollinearity detected

Source: Processed SPSS Data (2026)

- A tolerance measure above 0.10 serves as the benchmark for ruling out multicollinearity. Applying this criterion, Work Experience, Competence, and Work-Life Balance show no signs of such intercorrelation issues.
- A Variance Inflation Factor (VIF) score lower than 10.00 confirms no presence of multicollinearity. Based on this standard, Work-Life Balance, Competence, and Work Experience all meet the requirement, showing no problematic intercorrelation between them.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.726	3.905		.186	.853
	Work Experience	.284	.106	.262	2.680	.009
	Work-Life Balance	-.022	.083	-.028	-.267	.790
	Competence	.464	.081	.588	5.729	.000

a. Dependent Variable: Employee Perfomance

Source: Processed SPSS Data (2026)

Output from the multiple linear regression procedure yields the following functional relationship :

$$Y = 0{,}726 + 0{,}284X_1 - 0{,}022X_2 + 0{,}464X_3 + e.$$

From the regression model, Work Experience carries a coefficient value of 0.284. Holding all other factors unchanged, every one-unit rise in this variable corresponds to a 0.284-unit increase in Employee Perfomance. Competence registers the highest coefficient at 0.464, marking it as the strongest positive driver of the outcome measure. Meanwhile, Work-Life Balance yields a coefficient of –0.022, reflecting an inverse association with performance levels.

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t-Test

From the partial significance (t-test) output, Work Experience (X1) produced a computed t-statistic of 2.680, which is above the critical threshold of 1.998, alongside a significance value of 0.000? No, 0.009—below the 0.05 level. This confirms a positive and statistically meaningful link with Employee Performance (Y), meaning greater work experience corresponds to higher work output.

For Work-Life Balance (X2), the calculated t-value stood at –0.267, falling below the 1.998 critical mark, while its significance score reached 0.790 above the 0.05 cutoff. This means no statistically significant relationship exists with Employee Performance (Y), so the balance between professional and personal roles did not emerge as a meaningful driver of performance in this setting.

Competence (X3) recorded a t-value of 5.729, exceeding the critical limit of 1.998, with a significance figure of 0.000 ($p < 0.05$). This result verifies a positive and significant influence on Employee Performance (Y), showing that higher competence levels align with better execution of work duties.

F-test

Table 9. F-test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180.884	3	60.295	18.122	.000b
	Residual	206.283	62	3.327		
	Total	387.167	65			

a. Dependent Variable: Employee Perfomance

b. Predictors: (Constant), *Competence, Work Experience, Work-Life Balance*

Source: Processed SPSS Data (2026).

The simultaneous significance (F-test) yielded a calculated F-statistic of 18.122, which is higher than the critical value of 2.75, along with a significance level of 0.000 ($p < 0.001$) — well under the 0.05 benchmark. This confirms that Work Experience (X1), Work-Life Balance (X2), and Competence (X3) together exert a statistically meaningful influence on Employee Performance (Y).

A distinction appears between the partial and simultaneous test outcomes: while the t-test showed Work-Life Balance alone does not have a significant effect, the F-test

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confirms that when all three predictors are combined, their collective impact is significant. Accordingly, the regression model is deemed valid and suitable for explaining the links between the independent variables and the performance outcome.

Coefficient of Determination Test

Table 10. Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684a	.467	.441	1.824

a. Predictors: (Constant), *Competence, Work Experience, Work-Life Balance*

b. Dependent Variable: Employee Perfomance

Source: Processed SPSS Data (2026).

The coefficient of determination (R^2) stood at 0.467, meaning Work Experience (X1), Work-Life Balance (X2), and Competence (X3) together account for 46.7% of the variation in Employee Performance (Y). The remaining 53.3% stems from other elements not covered in this study's framework.

The correlation coefficient (R) of 0.684 points to a strong overall association between the set of predictors and the outcome variable. Meanwhile, the adjusted R^2 value of 0.441 shows that after accounting for the number of independent variables, the model still explains 44.1% of the variance in performance levels.

DISCUSSION

The Effect of Work Experience on Employee Performance

The results confirm that Work Experience exerts a positive and statistically significant influence on employee performance at PT Sung Shin Advance Indonesia. The partial significance (t-test) returned a computed t-value of 2.680, which is higher than the critical value of 1.998, with a significance level of 0.009 — below the 0.05 threshold. This shows that staff with more work experience generally achieve better performance outcomes. Accumulated experience fosters a more thorough grasp of job duties and operational requirements, enabling more efficient and effective task execution.

These outcomes align with prior research: Rehatta et al. (2025) similarly identified a positive and significant relationship, noting that longer tenure builds greater knowledge and capability, which in turn lifts performance levels. The findings also support the work

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of Baiti and Rosyidi (2026), who reached the same conclusion regarding the meaningful positive impact of work experience on employee performance.

The Effect of Work-Life Balance on Employee Performance

The partial significance (t-test) shows that Work-Life Balance has no statistically meaningful effect on Employee Performance at PT Sung Shin Advance Indonesia. This is supported by a calculated t-value of –0.267, which falls below the critical threshold of 1.998, and a significance value of 0.790 — well above the 0.05 benchmark. The regression coefficient of –0.022 points to a negative directional association, though this link lacks statistical significance. Consequently, variations in how employees balance work and personal life do not correspond to measurable changes in their performance within this research setting.

These results differ from those of Timbuleng et al. (2023), who observed a significant negative effect and concluded that poor balance between professional and personal responsibilities tends to reduce work output. Such differences may arise from variations in workforce profiles, operational environments, and company policies across the organizations studied. Based on this analysis, Work-Life Balance is not identified as a key predictor of Employee Performance at PT Sung Shin Advance Indonesia.

The Effect of Competence on Employee Performance

The partial significance (t-test) results show Competence recorded a calculated t-value of 5.729 — higher than the critical threshold of 1.998 — with a significance level of $p < 0.001$. This confirms a positive and statistically meaningful effect on Employee Performance at PT Sung Shin Advance Indonesia. The data indicates that staff with greater competence levels consistently deliver better work outcomes. Sufficient capability allows employees to carry out responsibilities in line with organizational standards, ensuring tasks are completed efficiently, effectively, and with consistent quality.

These outcomes align with existing research: Utami et al. (2024) established that competence positively shapes work performance. Similarly, Oktavia and Firdaus (2024) identified a significant positive relationship, while Thalib et al. (2024) also verified competence as a meaningful driver of performance. This consistency across studies reinforces that strengthening employee competence generally leads to improved work results.

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The Simultaneous Effects of Work Experience, Work-Life Balance, and Competence on Employee Performance

The simultaneous significance (F-test) returned a calculated F-statistic of 18.122, which is higher than the critical value of 2.75, along with a significance level of $p < 0.001$ — well below the 0.05 benchmark. This confirms that Work Experience, Work-Life Balance, and Competence together exert a statistically meaningful influence on Employee Performance at PT Sung Shin Advance Indonesia.

Meanwhile, the coefficient of determination (R^2) stands at 0.467, showing that the three variables combined account for 46.7% of the variation in performance levels. The remaining 53.3% is explained by factors not included in this study's framework, such as compensation, working environment, work discipline, motivation, organizational culture, and leadership. As such, the company should also take these aspects into account when designing policies and programs aimed at improving overall employee performance.

CONCLUSIONS

From the partial significance (t-test) results, Work Experience shows a positive and statistically significant effect on Employee Performance at PT Sung Shin Advance Indonesia. This confirms that staff with longer tenure and accumulated experience generally demonstrate better work outcomes. Similarly, Competence also exerts a significant positive influence, highlighting that employees' knowledge, technical skills, capabilities, and professional attitudes are vital for carrying out duties effectively and meeting work standards. By contrast, Work-Life Balance does not show a statistically meaningful relationship, meaning the balance between professional and personal responsibilities is not yet a decisive factor in shaping performance levels within this organization.

The simultaneous significance (F-test) further reveals that Work Experience, Work-Life Balance, and Competence together have a statistically significant combined effect on performance. This validates that the three variables collectively help explain differences in employee output. Accordingly, the company should implement a comprehensive strategy that nurtures experience, strengthens competence, and supports work-life arrangements as part of its efforts to sustain and improve overall work performance.

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