



The Influence of Work Life Balance and Work Experience on Employee Performance in Rocket Chicken in the City of Yogyakarta

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KEYWORDS

*Work Life Balance
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ABSTRACT

This research is useful to investigate the effects work life balance, along with work experience, impacts the employee performance. The sample in this study were employees who worked at Rocket Chicken, Yogyakarta City with the characteristics of having work experience of ≥ 1 year. The research utilized purposive sampling, involving 45 respondents in total. Primary data for this study comprises the perspectives of employees at Rocket Chicken in Yogyakarta City, collected via a questionnaire. The examinations conducted in this study included descriptive analysis, instrument validation (reliability and validity tests), assessment of classical assumptions, determination coefficient calculation, and hypothesis testing (t-test and F-test). The findings indicate a positive and significant impact of both work-life balance and work experience on employee performance. Work-life balance, with a regression coefficient of 0.731 and work experience with a coefficient of 0.769, show substantial effects on performance, supported by significance values of 0.00. Additionally, their collective influence is reinforced by an F-value of 17.308, exceeding the F-table value, and a significance value below 0.05 (0.00).

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1. INTRODUCTION

Human resources are still the focus of problems for company survival in this era of globalization. A company must have quality human resources, thus, these factors contribute to the realization of the company's objectives.

But in reality there are still employees who do not receive enough attention so they feel dissatisfied and this has an impact on low performance. Low employee performance can be a serious problem that will affect the company's success. In service companies, each individual is required to have better performance in terms of expertise, namely to provide maximum service to customers. For example, in a fast food company, every individual in it is required to always work optimally to create consumer satisfaction (Mubbaroq and Wartiningih, 2019).

Achieving a balance between professional work responsibilities and personal life is an important element that impacts employee performance. As per Clark (in Wicaksana et al., 2020), work-life balance pertains to the alignment of time and energy spent at work alongside engaging in various activities outside of work to attain a harmonious life. When an employee's work-life balance is categorized as good, it can lead to an enhancement in their performance.

Dina's (2018) research supports the idea of simultaneous influence, indicating that the work-life balance variable significantly affects employee performance. However, Saifullah's study (2020) presents a different perspective. Through tests conducted using multiple linear regression analysis, it suggests no significant influence of work-life balance on the performance of Muslim female convection employees in Kudus Regency. This is attributed to another influential factor, namely the flexible work arrangement variable, which appears to have a more pronounced impact.

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Work experience is also a factor that can influence an employee's performance. According to Aristanti (2018), Work experience refers to the duration or length of time that an employee has spent in a particular job or field, during which they acquire understanding and proficiency in completing tasks effectively.

Earlier research, as noted by Yasin et al. (2021), concluded that work experience positively and significantly correlates with employee performance. This suggests that higher levels of work experience tend to result in better employee performance, while lower levels of work experience lead to poorer performance. However, subsequent research, such as that by Basirun et al. (2022), yielded contrasting results. In this later study, the work experience variable did not exhibit a significant effect on employee performance. These findings suggest a deviation from the assumption that employee work experience inherently yields positive impacts.

The object of this research is the Rocket Chicken outlet in Yogyakarta City. Rocket Chicken is a fast food restaurant and franchise operating in the manufacturing sector which has recently developed very well.

2. LITERATURE REVIEW

2.1 Work-Life Balance

Greanhaus (in Saifullah, 2020) states that work life balance is a situation when an employee experiences a balance of involvement and satisfaction when fulfilling their responsibilities as employees and within their family roles. As per Fisher's study (in Wicaksana et al., 2020) work-life balance is a way that an employee can do so that roles related to energy, pressure, time and achieving goals can run in a balanced manner.

Work-life balance is often characterized as a set of measures undertaken by employees to effectively manage their professional obligations alongside fulfilling family and social roles (Yusnita et al., 2023). Employees perceive work-life balance as the dual responsibility of fulfilling their work duties while also attending to their familial obligations. Conversely, companies view work-life balance as a challenge to cultivate a supportive organizational culture where employees can effectively manage both their professional responsibilities and personal lives outside of work (Yuwana Irwandi and Sanjaya, 2022).

According to McDonald (in Puspa et al., 2021) Several indicators can be utilized to gauge work-life balance:

- Time equilibrium
- Balance of engagement
- Balance of satisfaction

2.2 Work Experience

Work experience is a representation skill and knowledge mastery level that employees have while working and can be measured based on the type of work and length of service (Pitriyani, 2020). According to Wulandari and Hadi (in Yusnita et al., 2023), employee performance is characterized as the attainment of success by employees through the execution of tasks and responsibilities aligned with their roles within the workplace.

Employees who have work experience will have better work abilities compared to employees who have just entered the world of work, because these employees learn from activities and problems encountered in previous jobs. With this work experience, employees have increased the knowledge, skills and character within an employee, thus this can support self-development with the changes that have been experienced (Yunita Leatemia, 2018).

Work Experience Indicators according to Handoko in (Pitriyani, 2020):

- Length of time/work period
- Depth of knowledge and skills acquired.
- Proficiency in tasks and equipment usage.

2.3 Employee Performance

As per Mangkunegara (in Basyit et al., 2020), Employee performance results from the volume and quality of employee work in carrying out their duties in accordance with the tasks assigned to them. Employee performance is a success that has been achieved by an employee based on the activities carried out by the employee in carrying out his work (Nurwahyuni, 2019).

According to Mangkunegara's view conveyed by Putri (2021), performance is influenced by three main factors:

- Individual factors, which include abilities, skills, background, and demographics.
- Psychological factors, including perception, attitude, personality, learning, and motivation.
- Organizational factors, involving resources, leadership, rewards, and job design structure.

Putri's research (2021) found that employee performance indicators are divided into 4 parts, namely as follows:

- Targets
- Quality
- Quantity
- Completion Time

2.4 Conceptual Framework

In this research, the author chose work life balance and work experience factors as variable X, and employee performance as variable Y.

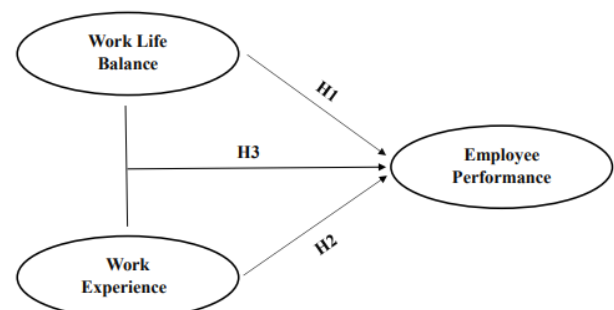


Fig. 1. Conceptual Framework

From Figure 1 it can be concluded that there are three hypotheses formulated by the author. Hypothesis 1 posits that there exists a positive and significant impact of work-life

balance on employee performance. Hypothesis 2 suggests that there is a positive and significant effect of work experience on employee performance. Hypothesis 3 states that there is a simultaneous positive and significant influence of both work-life balance and work experience on employee performance.

3. RESEARCH METHOD

3.1 Population and Sample

The population sample for this study was selected from five Rocket Chicken outlets in the city of Yogyakarta with a total of 55 employees.

This research employs a nonprobability sampling technique, specifically utilizing a purposive sampling method with the criteria of selecting employees working at Rocket Chicken outlets in the city of Yogyakarta with work experience ≥ 1 year.

3.2 Data and Data Acquisition Methods

This research uses primary data containing employee perceptions about employee performance by distributing questionnaires with a 1-5 Likert scale.

3.3 Data Analysis Method

This research uses quantitative methods which are measured using IBM SPSS version 25. The author uses multiple regression analysis to test hypotheses and see the influence between variables in this research. Hypothesis testing involves measuring the coefficient of determination, conducting T-tests, and F-tests. Prior to hypothesis testing, the author performs instrument tests (reliability and validity tests) as well as classical assumption tests (normality test, multicollinearity test, linearity test, and heteroscedasticity test).

Multiple linear regression analysis can be calculated using the equation as below:

$$Y = \alpha + b_1X_1 + b_2X_2 + e \quad (1)$$

Information:

- Y = Employee Performance
- α = Constant Number
- b_1 b_2 = Multiple regression coefficient
- X_1 = Work-life balance
- X_2 = Work experience
- e = Standard error

4. ANALYSIS AND DISCUSSION

4.1 Instrument Test

• Reliability Test

Based on the outcomes of the reliability test, the Cronbach's alpha value for all variables is nearing 1, which means they have high accuracy to be used as variables in a study. The Cronbach alpha value meets the reliability assumptions according to Ghazali (2018), namely more than 0.70.

• Validity Test

The validity test was conducted by assessing each statement item, totaling 24 statements. Based on the findings of the validity test, an r-table value of 0.248 was obtained with degrees of freedom (df) = 45 - 2. All statement items for each

variable displayed a calculated r-value exceeding the r-table value, suggesting that all statement items in this study were considered valid.

4.2 Classic assumption test

• Normality Test

How to see normality, non-parametric statistics were used using the Kolmogorov-Smirnov (K-S) and Normal Probability tests.

a. Chart Analysis

The normal distribution will form a straight diagonal line pattern, and plotting the residual data will be around the diagonal line.

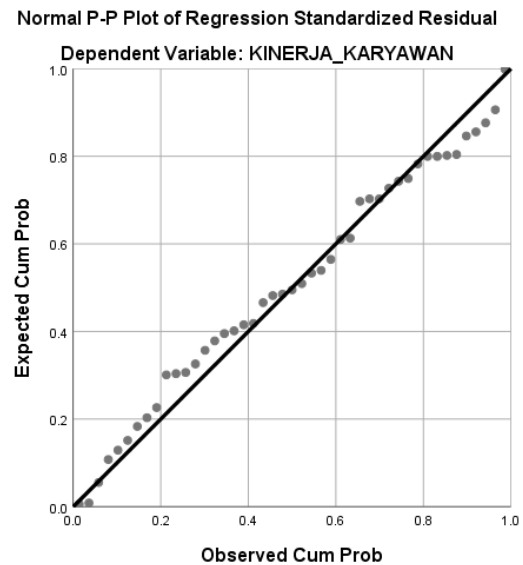


Fig. 2. Normality Plot

Based on Figure 2, it can be inferred that the probability plot displays dots dispersed evenly around the diagonal line. Consequently, the regression model is deemed to satisfy the normality assumption.

b. Kolmogorov-Smirnov

The Kolmogorov-Smirnov test result, particularly the asymptotic significance (Sig 2-tailed) value, is more than 0.05. The Kolmogorov-Smirnov statistical test yielded a value of 0.097 with a significance level of 0.200. Consequently, the data hypothesis is deemed to be normally distributed as the significance value surpasses 0.05.

• Multicollinearity Test

From the results of the multicollinearity test, the tolerance value for the work-life balance variable and work experience variable was found to be 0.752, while the VIF value for these variables is 1.330. These values indicate a tolerance exceeding 0.10 and a VIF below 10. Therefore, it can be inferred that there is no multicollinearity among the independent variables in the regression model.

• Linearity Test

The linearity test is seen based on the F value and the significance deviation from linearity value.

Based on the test results for $X_1 \rightarrow Y$, where the calculated F value is lower than the F-table value ($1.034 < 3.22$), and the significance value (sig) for deviation from linearity is higher

than 0.05 (0.434), it can be inferred that there exists a linear relationship between the variable "work-life balance" and the variable "employee performance". Similarly, for $X_2 \rightarrow Y$, where the calculated F value is lower than the F-table value ($1.669 < 3.22$), and the significance value (sig) for deviation from linearity is higher than 0.05 (0.135), it can be deduced that there is a linear relationship between the variable "work experience" and the variable "employee performance".

- **Heteroscedasticity Test**

Based on the outcomes of the heteroscedasticity test, it can be deduced that there is no heteroscedasticity evident in the regression model. This conclusion is supported by the random and evenly spread distribution of points both above and below the value 0 on the Y-axis.

4.3 Multiple Regression Analysis

Table 1 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	SE	Beta	t	
1 (Constant)	7,757	3,448		1,712	0,094
Work Life Balance	0,576	0,153	0,497	3,775	0,000
Work Experience	0,400	0,197	0,268	2,033	0,048

a. Dependent Variable : Employee Performance

Based on table 1, the multiple linear regression equation can be determined as follows:

$$Y = 7.757 + 0.576 X_1 + 0.400 X_2 + e \quad (2)$$

- The constant value of 7.757 suggests that with work-life balance and work experience held constant, the average employee performance is 7.757.
- The work life balance regression coefficient (X_1) is 0.576, which is positive, meaning that if work life balance (X_1) increases, employee performance (Y) will increase or become better.
- The regression coefficient for work experience (X_2) is 0.400, which is positive. This indicates that as work experience (X_2) increases, employee performance (Y) is expected to increase or improve.

4.4 Hypothesis testing

- **Coefficient Determination (R^2)**

Based on the coefficient of determination testing results, the correlation coefficient (R) value of 0.672 indicates a relatively strong relationship between the independent variable and the dependent variable.

The Adjusted R Square value is 0.426, meaning that 42.6% of the variance in employee performance can be explained by variations in the two independent variables (work-life balance and work experience), while the remaining 57.4% is explained by factors outside the model.

The Standard Error of the Estimate (SEE) is 2.93571. A smaller SEE value indicates a higher accuracy of the regression model in predicting the dependent variable.

- **Individual Parameter Test (T Test)**

The findings of the T test for hypothesis 1 indicate a significance value of less than 0.05. This is evident from the work-life balance variable's significance value being less than 0.00. Additionally, the calculated t value exceeds the t table value, specifically 3.775 is greater than 1.681. Thus, it can be concluded that the work-life balance variable does indeed influence employee performance, leading to the acceptance of hypothesis 1. This assertion is supported by previous studies, which indicate that having previous work-life balance positively influences and significantly impacts employee performance (Mardiani & Widiyanto, 2021).

The findings of the T test for hypothesis 2 indicate a significance value of less than 0.05. This is evident from the work-life balance variable's significance value being less than 0.048. Additionally, the calculated t value exceeds the t table value, specifically 2.033 is greater than 1.681. Thus, it can be concluded that the work experience variable does indeed influence employee performance, leading to the acceptance of hypothesis 2. This assertion is supported by previous studies, which indicate that having previous work experience positively influences and significantly impacts employee performance (Yasin et al., 2021).

- **Simultaneous Test (F Test)**

From the results of the F-test, where the calculated F-value is 17.308, surpassing the F-table value of 3.22, and the significance value is lower than 0.05, specifically 0.00, it can be concluded that both work-life balance and work experience together exert a significant influence on employee performance.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

- Work-life balance exhibits a positive and significant effect on employee performance, supported by the regression coefficient value of 0.731, a significance value of 0.00, and a calculated t-value exceeding the t-table value ($3.775 > 1.681$).
- Work experience demonstrates a positive and significant effect on employee performance, as evidenced by the regression coefficient value of 0.769, a significance value of 0.00, and a calculated t-value surpassing the t-table value ($2.033 > 1.681$).
- Both work-life balance and work experience collectively influence employee performance, indicated by the calculated F-value of $17.308 >$ the F-table value of 3.22, and the significance value being less than 0.05 (0.00).

5.2. Limitations

This limitation is found in respondent data which sometimes does not show opinions that are not true, this can occur due to differences in thoughts or assumptions and understanding of each respondent.

5.3. Recommendations

Based on the research findings presented, several suggestions can be proposed, including:

- For further research
 - a. For further research, it is recommended to take more samples in the same industry. This is intended so that the research can be generalized in general.
 - b. Conduct ongoing research (longitudinal studies). Research with cause and effect relationships generally requires more than one stage of data collection at different points in time.
- For companies
 - a. Companies should prioritize activities aimed at enhancing work-life balance, as there is a direct correlation between improved work-life balance and increased employee performance.
 - b. Companies need to consider the work experience factor when accepting new employees, because good work experience will improve employee performance.

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