

# THE INFLUENCE OF EDUCATION AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION

Dewi Muriani<sup>1st</sup>  
Yoberth Kornelius<sup>2nd</sup>,  
Juliana Kadang<sup>3rd</sup>

Master of Management Study Program, Economics and Business Faculty, Tadulako University  
[dewimuriani77@gmail.com](mailto:dewimuriani77@gmail.com), [yoberthkornelius@yahoo.com](mailto:yoberthkornelius@yahoo.com), [Julikadang@gmail.com](mailto:Julikadang@gmail.com)

## Abstract

This study is to determine and analyze the mainstreaming of Education, Work Experience, and Work Motivation as mediating variables on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. The type of research used is quantitative research. The population in this study were all employees at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. The analytical tool used in this research is Partial Least Square (PLS) 3.0 with a sample size of 70 respondents. Data collection using questionnaires via google forms. The results showed that (1) Education has a positive but insignificant effect on employee performance. (2) Work experience has a positive and significant effect on employee performance. (3) Education has a positive and significant effect on employee work motivation. (4) Work experience has a positive and significant effect on employee work motivation. (5) Work motivation has a positive and significant effect on employee performance. (6) Education indirectly has a positive and significant effect on employee performance through work motivation. (7) Experience indirectly has a positive and significant effect on employee performance through work motivation in employees of the Regional Planning, Research and Development Agency of Sigi Regency.

**Keywords:** *Education, Experience, Motivation, Performance, Partial Least Square*

## INTRODUCTION

Government agencies in preparing human resources towards the 5.0 era, there are several steps that can be taken by government agencies by developing education, training and employee skills development programs that are relevant to the needs of the 5.0 era, such as expertise in digital technology, data analytics, critical thinking skills, creativity, collaboration and problem solving. The resources owned by government institutions will not provide optimal results if they are not supported by human resources who have optimal performance. Understanding the importance of human resources at this time, one of the efforts that can be achieved by government agencies is by improving the quality of human resources through education and work experience. Improving the quality of human resources is expected to improve their performance.

According to Mangkunegara (2016, p. 67) performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Employee performance is the result of work achieved by a person both in terms of quantity and quality. Employee performance is related to the ability to carry out their duties properly or not. Efforts to maximize the quality of employee performance can be started from selecting an experienced workforce with the appropriate level of education in the field of assignment, elaborating the workforce development function, and the human resources owned by the organization must pay attention to the level of education and work experience as well as possible, with good human resources, high performance will be created (Nitisemito, 2014, p. 62). It is further explained that “performance is the achievement of individuals and organizations from the tasks assigned to them based on their experience, skills, seriousness, and time” (Noermijati, et al., 2023, p. 5).

Based on the facts about the relationship between several independent variables, namely the level of education and work experience on the dependent variable of employee performance, it can be understood that there are other factors that can have an indirect impact on achieving employee performance. Motivation is a strong factor in influencing performance achievement, because motivation is a need for employees to direct their power and potential to work well and productively in accordance with predetermined plans and goals (Rivai, 2010, p. 22). Such conditions indicate that the motivation factor can be positioned as an intervening variable or mediating variable. So that the motivation factor has an important role in this study so that it is positioned as an intervening variable, namely a variable that indirectly affects the influence of the independent variable on the dependent variable, meaning that the motivation factor can mediate the relationship between the independent variable and the dependent variable.

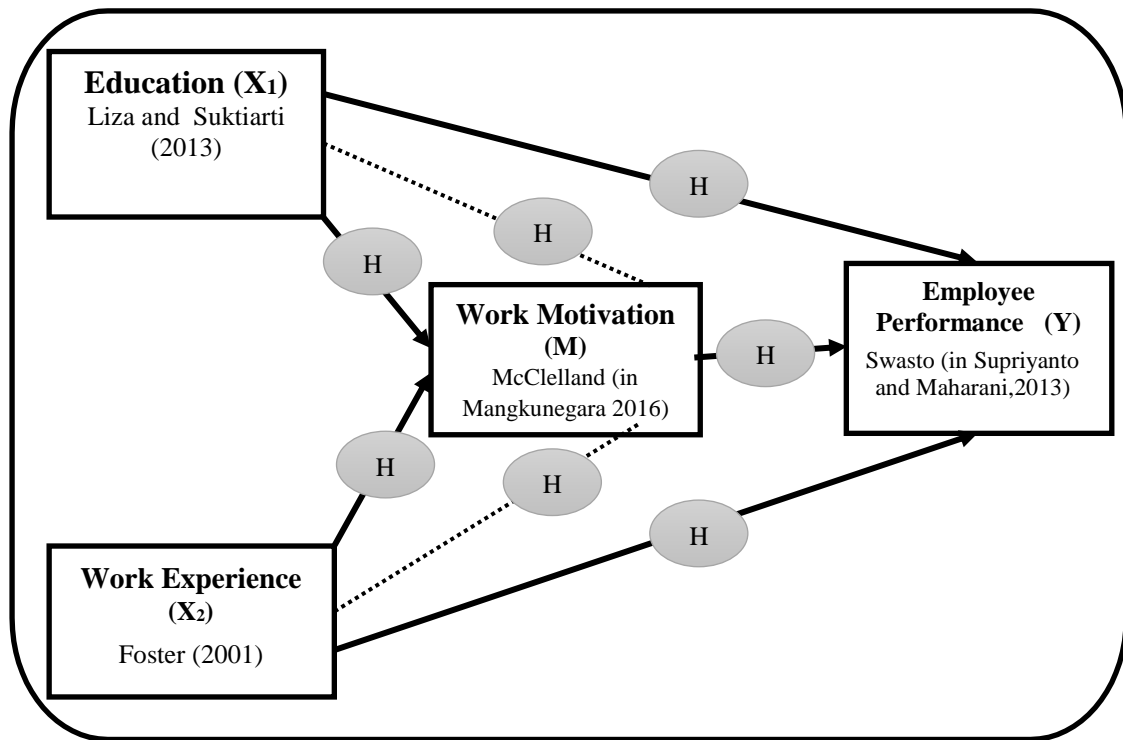
Based on observations in the field and non-formal interviews with several employees, phenomena were found that occurred regarding the level of education, namely 1. The education level of current employees with high school graduates is 21 people or 29.6%, this makes employees slow to understand their work because of the lack of suitability between education and the position of their current job position. 2. Employees stated that there was no special training provided by government agencies to develop their skills and abilities. Employees working at the Office of the Regional Research and Development Planning Agency of Sigi Regency, consisting of 13 functional positions, only 1 person has attended Leadership Education and Training (Diklat PIM). PIM training is an activity held to add insight, behavior, attitudes, strengthen knowledge and skills, expertise and at the same time train and educate civil servants to become leaders. In addition, employees who work at the Office of the Regional Research and Development Planning Agency of Sigi Regency who work under 5 years are 14 people or 19.7% and there are some who do not have work experience in their current field. So that the mastery of the current work is still not maximized.

The next phenomenon found regarding employee performance, due to the lack of human resources in the position of Functional Planner and the skills possessed, there are several functional planner officials in completing their work not according to the time target given due to a lack of understanding of the duties and responsibilities given and lack of skills in mastering electronic tools. Based on the description above, there is no consistency in the variables to be studied, therefore researchers are interested in testing related to the level of education and work experience on employee performance using motivation variables as intervening variables. Where researchers are interested in using motivation variables as intervening variables, the presence of motivation in employees can improve performance, in order to overcome gaps in both education level and work experience. The difference between this research and previous research is the addition of motivation variables as mediating variables which are thought to cause a sense of satisfaction in employees so that they can influence employee attitudes and behavior to be enthusiastic, highly motivated, optimistic, and confident so as to be able to bring employees to perform optimally.

Based on this description, the objectives of this study are (1) to determine and analyze the effect of education on employee performance. (2) To determine and analyze the effect of work experience on employee performance. (3) To determine and analyze the effect of education on work motivation. (4) To determine and analyze the effect of work experience on work motivation. (5) To determine and analyze the effect of work motivation on employee performance. (6) To determine and analyze the role of work motivation in mediating the effect of education on employee performance. (7) To determine and analyze the role of work motivation in mediating the effect of work experience on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency.

## RESEARCH METHOD

### Framework



Description :

- ▶ : Direct effect
- ▶ : Indirect effect

Based on the description above, the hypotheses of this study are:

1. Education has a positive and significant effect on employee performance at the Office of the Planning, Research and Development Agency of Sigi Regency.
2. Work experience has a positive and significant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency.
3. Education has a positive and significant effect on work motivation at the Office of the Regional Planning, Research and Development Agency of Sigi Regency.
4. Work experience has a positive and significant effect on work motivation at the Office of the regional Planning, Research and Development Agency of Sigi Regency.
5. Work motivation has a positive and significant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency.
6. work motivation mediates education has a positive and significant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency.
7. Work motivation mediates work experience has a positive and significant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency.

This type of research is descriptive research with a quantitative approach. Quantitative research methods, as stated by Sugiyono (2019), "Descriptive statistics are used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations".

This research was conducted at the Office of the Regional Planning, Research and Development Agency of Sigi Regency, Central Sulawesi Province with a total of 70 respondents (Seventy) employees. The sampling technique in this study was a saturated sample. The data collection technique used was a questionnaire with a Likert scale. The data analysis technique used is using Partial Least Square (PLS) analysis as a statistical analysis with

SmartPLS 3.0 software. The analysis techniques carried out are as follows: 1. Outer Model Analysis, 2. Inner Model Analysis, and Hypothesis Testing.

The variables in this study amounted to 4 variables consisting of: 2 independent variables, 1 dependent variable, and 1 moderation variable.

#### 1. Free Variable (independent)

##### a. Education

According to Faisal (2013, p. 1), Education is a form of investment in human resources. Education is one of the components emphasized in the cause of the vicious cycle of poverty. The level of education is an activity of a person in developing his abilities, attitudes, and forms of behavior, both for future life where through certain organizations or unorganized. Furthermore, Law No. 20/2003 article 14 on the National Education System defines education as a conscious and planned effort so that students can develop their potential to improve their abilities and skills for the future.

##### b. Work Experience

According to Martoyo (2007, p. 113) “work experience is the length of time employees work at work starting when they are accepted at work until now”. Handoko (2014, p. 24) defines work experience is the acquisition of employee knowledge and skills as measured by length of service, the level of knowledge and skills possessed by employees. Because experience can only be obtained in the workplace. Work experience is a relationship of problems, demands, tasks, and other characteristics that employees face on the job. shows various ways that work experience can be used for employee development, these various ways include enlarging current jobs, job rotation, transitions, promotions, downward movements, and temporary assignments (Raymond et al., 2014, p. 547).

#### 2. Dependent Variable (dependent)

Performance is the result of an action that contributes to the success of the organization in achieving its goals (Suandi, et al., 2014). According to Mangkunegara (2016, p. 67), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Wibowo (2016 p. 3), performance is the implementation of a plan that has been prepared and implemented by human resources who have competence, motivation, and interests. Based on these three concepts, performance can be said to be the result or output produced by individuals in a job with a predetermined time.

#### 3. Moderating Variable

According to Hasibuan (2017), states that work motivation is a condition or energy that moves employees who are directed or aimed at achieving organizational goals. McClelland suggests that if someone who will be very urgent to meet that need, it will motivate that person to work hard to meet their needs. Someone with a high achievement need will encourage him to set challenging goals and work hard to achieve them.

## RESULT AND DISCUSSION

### 1. RESULT

Hypothesis testing is carried out to prove the validity of research conjectures or hypotheses. The results of the data processing carried out in this study can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out to see the T-statistic and P-values. The research hypothesis can be declared accepted if the P-values  $< 0.05$  otherwise  $> 0.05$  the hypothesis is rejected. A hypothesis is accepted if the T-statistic value  $> 1.96$ , and vice versa, a hypothesis is rejected if the T-statistic value  $< 1.96$ .

In the SmartPLS version 3.0 program, the results of the direct effect hypothesis test can be seen through the Path Coefficients Bootstrapping technique. The test results for direct influence are as follows table 1:

**Table 1. Results of Direct and Indirect Effects**

Relationship Between Constructs	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
X1 -> Y	0,078	0,069	0,065	1,209	<b>0,227</b>	No Significant
X2 -> Y	0,872	0,877	0,084	10,430	<b>0,000</b>	Significant
X1-> M	0,257	0,266	0,074	3,495	<b>0,001</b>	Significant
X2-> M	0,688	0,684	0,063	10,849	<b>0,000</b>	Significant
M -> Y	0,394	0,390	0,055	7,119	<b>0,000</b>	Significant
X1 -> M -> Y	0,250	0,257	0,083	2,995	<b>0,004</b>	Significant
X2 -> M -> Y	0,448	0,451	0,107	4,190	<b>0,000</b>	Significant

Source: Data, processed (2024)

## 2. DISCUSSION

### 1. Hypothesis Testing 1 (Education —→Employee Performance)

The results of testing the first hypothesis show that the effect of education variables on employee performance shows a path coefficient value of 0.078 with a T-statistic value of 1.209 and a P Value of 0.227. This value is greater than  $\alpha$  (0.05) and the T-statistic value is smaller than the T-table, namely (1.96). These results show that education has a positive but insignificant effect on employee performance, which means that it is in accordance with the first hypothesis where education has a positive but insignificant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. This means that Hypothesis 1 is rejected.

The results showed that the level of education had a positive but insignificant effect on employee performance. This means that any increase in employee performance is not only influenced by the level of education of an employee but must be supported by work experience, broad knowledge, skills and abilities in completing work at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. Employees with various levels of education will still do their work optimally so that their performance will increase or be maintained. The results of this study contradict research Siswanto et al. (2022), which states that education has a positive and significant effect on employee performance at the Makassar city Bappeda office.

### 2. Hypothesis Testing 2 (Work Experience —→ Employee Performance)

The results of testing the second hypothesis show that the effect of work experience variables on employee performance shows a path coefficient value of 0.872 with a T-statistic value of 10.430 and a P Value of 0.000. This value is smaller than  $\alpha$  (0.05) and the T-statistic value is greater than the T-table, namely (1.96). This shows that work experience has a positive and significant effect on employee performance, which means that it is in accordance with the second hypothesis, where work experience has a positive and significant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. This means that Hypothesis 2 is accepted. So that if the higher the employee's work experience, the better the employee's performance will be. Work experience is one of the factors that influence a person's performance in carrying out tasks in order to achieve the goals of the agency or organization.

### 3. Hypothesis Testing 3 (Work Motivation —→Education)

The results of testing the third hypothesis show that the effect of education variables on work motivation shows a path coefficient value of 0.257 with a T-statistic value of 3.495 and a P Value of 0.001. This value is smaller than  $\alpha$  (0.05) and the T-statistic value is greater than the T-table, namely (1.96). This shows that education has a positive and significant effect on work motivation, which means it is in accordance with the third hypothesis, where education has a positive and significant effect on work motivation. This means that Hypothesis 3 is accepted.



Continuing education can improve employee skills and knowledge is a statement item that provides the greatest results in the education component variable. In contrast, indicator M.2 or affiliation drive provides the greatest results on work motivation variables. Existing employees are in positions that are in accordance with their educational background.

#### **4. Hypothesis Testing 4 (Work Experience → Work Motivation)**

The results of testing the fourth hypothesis show that the effect of work experience variables on work motivation shows a path coefficient value of 0.688 with a T-statistic value of 10.849 and a P Value of 0.000. This value is smaller than  $\alpha$  (0.05) and the T-statistic value is greater than the T-table, namely (1.96). This shows that work experience has a positive and significant effect on work motivation, which means it is in accordance with the fourth hypothesis, where work experience has a positive and significant effect on work motivation. This means that Hypothesis 4 is accepted.

This study shows that work experience has a positive and significant effect on motivation, so the more work experience the higher the work motivation, because of the skills with the mastery of knowledge that employees can work hard. Based on the facts from the results of the questionnaire that work experience on motivation has a direct and significant effect, this is because having work experience such as skills and mastery of knowledge, the motivation from within employees is high. This is supported by improving the skills possessed by an employee and also being given ease in mastering work equipment and also providing ease of career paths.

#### **5. Hypothesis Testing 5 (Work Motivation → Employee Performance)**

The results of testing the fifth hypothesis show that the effect of work motivation variables on employee performance shows a path coefficient value of 0.394 with a T-statistic value of 7.119 and a P Value of 0.000. This value is smaller than  $\alpha$  (0.05) and the T-statistic value is greater than the T-table, namely (1.96). This shows that work motivation has a positive and significant effect on employee performance, which means that it is in accordance with the fifth hypothesis, where work motivation has a positive and significant effect on employee performance at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. This means that Hypothesis 5 is accepted.

Work motivation is very important for all employees because it is something that must be done and applied at work by all employees at work because it will determine how high the performance will be produced by employees with the motivation possessed by each employee. The results of this study support and strengthen the findings of previous research by Pandhita et al. (2022) which states that work motivation has a positive and significant effect on employee performance.

#### **6. Hypothesis Testing 6 (Education indirectly affects employee performance through work motivation)**

The results of testing the sixth hypothesis show that the indirect effect of education variables on employee performance through work motivation shows a path coefficient value of 0.250 with a T-statistic value of 2.995 and a P value of 0.004. This value is smaller than  $\alpha$  (0.05) and the T-statistic value is greater than the T-table, namely (1.96). This shows that education indirectly has a positive and significant coefficient value on employee performance through work motivation which means it is in accordance with the sixth hypothesis, where education indirectly has a positive and significant effect on employee performance through work motivation at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. This means that Hypothesis 6 is accepted.

Based on the facts from the questionnaire results that the level of education through motivation has an indirect effect on employee performance, that the level of education is accompanied by high motivation, employee performance will increase and have a good impact on the agency. To increase employee motivation, employees must provide work motivation encouragement for each employee. So that employees become more enthusiastic about improving their performance.

#### **7. Hypothesis Testing 7 (Work experience indirectly affects employee performance through work motivation)**

The results of testing the seventh hypothesis show that the effect of work experience variables indirectly on employee performance through work motivation shows a path

coefficient value of 0.448 with a T-statistic value of 4.190 and a P value of 0.000. This value is smaller than  $\alpha$  (0.05) and the T-statistic value is greater than the T-table, namely (1.96). This shows that work experience indirectly has a positive and significant coefficient value on employee performance through work motivation which means it is in accordance with the seventh hypothesis, where work experience indirectly has a positive and significant effect on employee performance through work motivation at the Office of the Regional Planning, Research and Development Agency of Sigi Regency. This means that Hypothesis 7 is accepted.

Motivation teaches how to encourage the work enthusiasm of subordinates so that they want to work harder and work by using all their abilities and skills to be able to advance and achieve agency goals. Without the motivation of employees to work together for the benefit of the agency, the goals that have been set will not be achieved. Conversely, if there is high motivation from employees, this is a guarantee of the agency's success in achieving its goals. The factor that can reduce work motivation is the security needs factor, which is caused by uncomfortable workplace conditions such as less cooperative coworkers, hot room conditions, and some damaged facilities, thus making the motivation of some employees decrease.

Based on the facts from the questionnaire results that work experience through motivation has an indirect effect on employee performance, that work experience is accompanied by high motivation, employee performance will increase and have a good impact on the agency. This relationship states that if the work motivation variable is able to improve employee performance, if the leader is able to motivate employees, motivating employees will improve employee discipline for the better. Work experience when accompanied by high motivation, employee performance will increase and have a good impact on the agency.

## CONCLUSION

Based on the research results, data analysis and discussion that have been described, the conclusions in this study can be drawn, namely as follows: Education has a positive but insignificant effect on employee performance. Work experience has a positive and significant effect on employee performance. Education has a positive and significant effect on work motivation. Work experience has a positive and significant effect on work motivation. Work motivation has a positive and significant effect on employee performance. Education indirectly has a positive and significant effect on employee performance through work motivation. Experience indirectly has a positive and significant effect on employee performance through work motivation in employees of the Office of the Regional Planning, Research and Development Agency of Sigi Regency.

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