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The Influence of Education Level, Work Motivation, and Work Experience on Employee Performance at CV Bina Duta Permata Bojonegoro

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Abstract. This study aims to analyze and determine the effect of education level, work motivation, and work experience on employee performance at CV Bina Duta Permata Bojonegoro. Employee performance is an important factor in supporting organizational success and is strongly influenced by the quality of human resources. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to all employees of CV Bina Duta Permata Bojonegoro, totaling 30 respondents. The data analysis techniques used in this study include validity testing and reliability testing to ensure the quality of the research instruments, as well as classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests. Furthermore, the data were analyzed using multiple linear regression analysis, coefficient of determination, F-test, and t-test. The results of the study indicate that education level, work motivation, and work experience simultaneously have a positive and significant effect on employee performance. Partially, education level has a positive and significant effect on employee performance. Likewise, work motivation and work experience each have a positive and significant effect on employee performance. Therefore, it can be concluded that improving employees' education level, work motivation, and work experience can enhance employee performance at CV Bina Duta Permata Bojonegoro.

Keywords: Education Level; Work Motivation; Work Experience; Employee Performance

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INTRODUCTION

In today's increasingly competitive business world, the role of human resources (HR) is becoming increasingly important and cannot be ignored. HR is not only the executor of operational activities, but also the main driver and determinant of the direction of the company's development in the long term. A company 's competitive advantage no longer depends solely on technological sophistication or capital strength, but on the quality and performance of its employees. Therefore, strategic, targeted, and sustainable HR management is a key factor that determines the success of the organization in achieving its vision and mission.

According to Adhari in Husna & Prasetya (2024), employee performance is the result or output of a work activity carried out in a certain period, taking into account the quality and quantity of work results. This means that performance does not only refer to the final result, but also to the work process and attitude shown by employees while carrying out their duties. To achieve optimal

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performance, support is needed from various factors, both from the individual himself and from the work environment.

The three main factors often associated with achieving optimal performance are education level, work motivation and work experience. Education level plays an important role in shaping employees' knowledge base and cognitive abilities. Higher education generally provides access to critical thinking skills, systematic problem solving, and adaptability to technological developments and changing work methods. According to Nurdin et al. (2023), education is not only a means to acquire technical knowledge, but also a foundation for forming an innovative mindset and strong professional character.

Work motivation, on the other hand, is the main driver in shaping an individual's passion, commitment, and dedication to their work. Highly motivated employees tend to show greater initiative, work efficiently and are results-oriented. This motivation can come from within (internal), such as the desire to develop or a sense of responsibility, or from outside (external), such as incentives, rewards, or a supportive work environment. As explained by Andika in Husna & Prasetya (2024), work motivation creates the power that drives individuals to act productively and consistently to achieve goals.

In addition to education and motivation, work experience also plays an important role in influencing performance. Experience allows individuals to learn from various work situations, face complex challenges, and develop practical skills needed in the world of work. The longer a person is involved in a job, the more likely they are to have a better understanding of work procedures, team dynamics, and effective problem-solving strategies. Martoyo in Ilham (2022) states that work experience is not only related to the duration of work, but also to how much knowledge and skills have been developed during work.

CV Bina Duta Permata Bojonegoro, as a company engaged in project supervision and planning consulting, strongly emphasizes the importance of employee performance as one of the indicators of project success and company reputation. Based on internal data, the company has a composition of employees with diverse educational backgrounds, where the majority are high school / vocational high school graduates and a small portion of undergraduate graduates (S1). This condition is important to examine further, considering that the level of education can have an impact on the way of working, decision-making, and adaptability to changes that occur in the field.

In addition, the company also has employees with varying lengths of service, ranging from less than one year to more than 12 years. This indicates diversity in terms of work experience, which theoretically affects the way individuals deal with work tasks and challenges. In terms of

motivation, the company realizes that a strong work motivation needs to be fostered and maintained so that employees can work with enthusiasm and show high performance in carrying out their responsibilities.

Various previous studies support the importance of these three factors. Research by Lestari et al. (2021) shows that education, work experience, and work motivation have a significant influence simultaneously and partially on employee performance. Similar findings were also revealed by Agustinar et al. (2024) and Basyit et al. (2020), which confirms that education, motivation, and work experience have an important role in encouraging overall employee productivity and performance.

Based on the explanation above, it can be concluded that the level of education, work motivation, and work experience are factors that deserve to be analyzed in depth in relation to employee performance, especially at CV Bina Duta Permata Bojonegoro. This study aims to determine the extent of the influence of these three factors on employee performance, both partially and simultaneously. The results of this study are expected to contribute to the company in designing a more effective HR development strategy and become a consideration in making decisions related to employee recruitment, training and development.

Referring to various pre-existing sources, including previous research results such as journals and theses, which are used as a basis for reference. Research by Komang Andre Wiryawan and Putu Indah Rahmawati (2020) entitled “The Effect of Education Level and Career Development on Employee Performance of PT Bank Pembangunan Daerah Bali Seririt Branch”. The purpose of this study was to examine the extent to which education levels and career development affect employee performance. The method used is quantitative with 52 respondents. The analysis technique used is path analysis, to describe and test the causal relationship between variables. The results of the analysis show that both the level of education and career development have a positive and significant effect on employee performance. I Nyoman Yasa and Ni Made Dwi Ariani Mayasari (2022) conducted a study entitled “The Effect of Education Level and Work Motivation on Employee Performance”. This study aims to analyze the effect of education and motivation on employee performance with a causal quantitative approach. This study involved 80 SNS employees as respondents. The results of the analysis show that the level of education and work motivation has a positive and significant effect on performance. In addition, education also influences work motivation positively and significantly.

METHODS

This study adopts a quantitative approach with an associative research design because it aims to examine and measure the causal relationships between education level, work motivation, work experience, and employee performance. A quantitative approach was chosen to allow objective measurement of variables and to enable statistical testing of the proposed hypotheses. The population of this study consists of all employees of CV Bina Duta Permata Bojonegoro, totaling 30 individuals. A non-probability sampling technique with a saturated sampling method was applied, in which all members of the population were used as research respondents. The study utilizes primary data obtained directly from CV Bina Duta Permata through a structured questionnaire. Data analysis was conducted using several statistical techniques, including validity and reliability tests to ensure the quality of the research instrument. Furthermore, classical assumption tests—normality, multicollinearity, and heteroscedasticity—were performed to confirm that the data met the requirements for regression analysis. The hypotheses were tested using multiple linear regression analysis, supported by the coefficient of determination, F-test, and t-test to evaluate both simultaneous and partial effects of the independent variables on employee performance.

RESULT AND DISCUSSION

Normality Test

The normality test is carried out to determine whether the residual data in the regression model is normally distributed. This test is important to ensure that one of the basic assumptions in multiple linear regression is met. The test was carried out using the Kolmogorov-Smirnov method, with the following results.

Table 1.
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			30
Normal Parameters[a,b]	Mean		,0000000
	Std. Deviation		1,29962572
Most Extreme Differences	Absolute		,140
	Positive		,080
	Negative		-,140
Test Statistic			,140
Asymp. Sig. (2-tailed)[c]			,139
Monte Carlo Sig. (2-tailed)[d]	Sig.		,135
	99% Confidence Interval	Lower Bound	,126
		Upper Bound	,143

Kolmogorov-Smirnov test, it is known that the value of Asymp. Sig. (2-tailed) is 0.139. Therefore, it can be concluded that the model residuals are normally distributed

Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation between the independent variables in the regression model. Too high a correlation between variables can cause interference in the interpretation of regression results. This test is done by looking at the Tolerance value and Variance Inflation Factor (VIF). A model is said to be free from multicollinearity if the Tolerance value is more than 0.10 and the VIF value is less than 10.Based on the multicollinearity test, all independent variables have a Tolerance value above 0.10 and a VIF value below 10, indicating that there is no significant multicollinearity relationship between the independent variables in the model

Table 2. Correlation between the Independent Variables

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	,945	1,058
	X2	,983	1,017
	X3	,930	1,075

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether in the regression model there is an inequality of variance from the residuals of one observation to another. One of the test methods used is the Glejser test, by looking at the significance value (Sig.) of each independent variable against the absolute residual value. The decision-making criteria are if the significance value> 0.05, then there is no heteroscedasticity and if the significance value <0.05, then there are symptoms of heteroscedasticity.

The significance value for each variable is obtained, namely the Education Level variable (X1) 0.222, the Work Motivation variable (X2) 0.150, the Work Experience variable (X3) 0.058. Because the three variables have a significance value above 0.05, it can be concluded that no heteroscedasticity occurs.

Table 3. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,127	3,322		2,747	,011
	X1	-,097	,078	-,227	-1,252	,222
	X2	-,056	,038	-,264	-1,483	,150
	X3	-,149	,075	-,362	-1,981	,058

Multiple Linear Regression

Multiple linear regression analysis is used to determine how large or small the relationship and influence of the independent variable (X) on the dependent variable (Y).

Based on the regression calculations in the table, the regression equations used in this research include:

$$Y = 0{,}415 + 0{,}300\ (X1) + 0{,}250\ (X2) + 0{,}455\ (X3) + 5812$$

The constant of 0.415 indicates that if the value of the variable education level (X1), work motivation (X2), and work experience (X3) is 0, then the value of the employee performance variable (Y) is 0.415. The regression coefficient of the Education Level variable (X1) is positive at 0.300, it means that if each increase in the Education Level (X1) is 1 unit, the value of Employee Performance (Y) will increase by 0.300 units assuming other independent variables remain. The regression coefficient of the Work Motivation variable (X2) is positive at 0.250, it means that if each increase in Work Motivation (X2) is 1 unit, the value of Employee Performance (Y) will increase by 0.250 units assuming other independent variables remain constant. The regression coefficient of the Work Experience variable (X3) is positive at 0.455, it means that if each increase in Work Experience (X3) is 1 unit, the value of Employee Performance (Y) will increase by 0.300 units assuming other independent variables remain constant.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is a measuring tool used as a calculation of how well the independent variables, namely (X1, X2, X3) to describe the variation to the dependent variable, namely (Y) in a regression model. Adjusted R Square of 0.440 indicates that 44% of changes in Y are completely explained by X1, X2, and X3, while the remaining 56% is influenced by other variables not examined in this study.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,705[a]	,498	,440	1,373

F Test

Simultaneous test (F test) is used to determine whether the independent variables together (X1, X2, and X3) have a significant effect on the dependent variable (Y). This test is done by looking at the calculated F value and the significance value (Sig.) in the anova table.

Table 5. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48,518	3	16,173	8,585	<,001[b]
	Residual	48,982	26	1,884		
	Total	97,500	29			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X2, X1

From the results of the calculation, it is known that the Ftabel is 2.98 and the Fcount value is 8.585, from these calculations it can be concluded that Fcount> Ftabel, it can be concluded that the regression model formed from the independent variables X1, X2, and X3 simultaneously (together) has a significant effect on the dependent variable Y.

t Test

A partial test or t test is used to determine how much influence each independent variable (X1, X2, and X3) has on the dependent variable (Y) individually.

Table 6. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,415	5,812		,071	,944
	X1	,300	,136	,315	2,200	,037
	X2	,250	,066	,531	3,785	<,001
	X3	,455	,132	,499	3,459	,002

a. Dependent Variable: Y

From the data calculations, the education level variable (X1) has a ttable value = 2.05 and a tcount of 2.200 so that the tcount is greater (2.200> 2.05) and a significance value of 0.037, the significance value is smaller than 0.05 (0.037 <0.05), it can be concluded that the education level variable (X1) has a significant positive effect on the employee performance variable (Y) partially. The work motivation variable (X2) has a ttable value = 2.05 and a tcount

of 3.785 so that the tcount is greater (3.785> 2.05) and a significance value of 0.001, the significance value is smaller than 0.05 (0.001 <0.05), it can be concluded that the work motivation variable (X2) has a significant positive effect on the employee performance variable (Y) partially. The work experience variable (X3) has a t-table value = 2.05 and a tcount of 3.459 so that the tcount is greater (3.459> 2.05) and a significance value of 0.002, the significance value is smaller than 0.05 (0.002 <0.05), then the work experience variable (X3) is stated to have a significant effect on Y partially.

According to the results of the research that has been conducted to 30 respondents who are all employees of Cv Bina Duta Permata Bojonegoro, there are several conclusions of responses that have been used as part of the discussion, namely as follows:

Effect of Education Level, Work Motivation, and Work Experience on Employee Performance.

From the results of the calculation, it is known that Ftabel 2.98 and the Fcount value of 8.585, from these calculations, it can be concluded that Fcount> Ftable, it can be concluded that the regression model formed from the independent variables X1, X2, and X3 simultaneously (together) has a significant effect on the dependent variable Y.

Effect of Education Level on Employee Performance.

Based on the partial test results (t test) in multiple linear regression analysis, it is found that variable X1 (education level) has a regression coefficient value of 0.300, a calculated t value of 2.200, and a significance value of 0.037. This significance value is smaller than the value of 0.05, which indicates that the education level variable has a significant effect on employee performance.

The Effect of Work Motivation on Employee Performance.

The partial test results show that variable X2 (work motivation) has a regression coefficient value of 0.250, a calculated t value of 3.785, and a significance value of <0.001. Because the significance value is much smaller than 0.05, it can be concluded that work motivation has a significant effect on employee performance.

The Effect of Work Experience on Employee Performance.

Partial tests also show that variable X3 (work experience) has a regression coefficient of 0.455, a calculated t value of 3.459, and a significance value of 0.002. A significance value smaller than 0.05 indicates that work experience has a significant effect on employee performance

CONCLUSIONS

The results of the analysis show that simultaneously the level of education, work motivation, and work experience has a positive and significant influence on employee performance at Cv Bina Duta Permata Bojonegoro. Partially, the Education Level variable has a positive and significant effect on Employee Performance at Cv Bina Duta Permata Bojonegoro, the Work Motivation variable has a positive and significant effect on Employee Performance at Cv Bina Duta Permata Bojonegoro, and the Work Experience variable has a positive and significant effect on Employee Performance at Cv Bina Duta Permata Bojonegoro.

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