The Influence Of Education Level, Work Motivation, And Work Discipline On Employee Performance

Pengaruh Tingkat Pendidikan, Motivasi Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan

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ABSTRACT

The study explores how much influence the Level of Education, Work Motivation, and Work Discipline have on the performance of PT KSP Makmur Mandiri Employees. The research method is quantitative descriptive. The sampling technique uses a total sampling of 128 people. Data sources are secondary data and primary data. The analysis method uses multiple Linear Regression, t-test, F-test, and Determination Coefficient test with the help of SPSS V.26.0. From the results of data processing, multiple linear regression is obtained Y = 16,835 + 0.285X1 + 0.160X2 + 0.138X3 +e. The results of the t-test for Education Level (X1) are t-count > t-table (3,063 > 1.660) and the value (sig = 0.003 < 0.05), so Ho is rejected and H1 is accepted. The t value of the Work Motivation variable (X2) is tcount>ttable (2,460>1,660) and the value (sig = 0.015<0.05), so Ho is rejected and H2 is accepted. The t count value of the work discipline variable is tcount>ttable (3,323>1,660) and the value (sig = 0.001<0.05), so Ho is rejected and H3 is accepted. The F test results obtained Fcount>Ftable, (27,467>2,305, with a significance value of 0.000 (p<0.05), so Ho is rejected and H4 is accepted. The results of the determination coefficient show an Adjusted R Square (R2) value of 0.385, meaning that 35.5% of the independent variable can explain the dependent variable, the remaining 65.5% is explained by other variables not discussed in this study.
Keywords: Education Level, Work Motivation, Work Discipline, And Performance

ABSTRAK

Penelitian ini mengeksplorasi seberapa besar pengaruh Tingkat Pendidikan, Motivasi Kerja, dan Disiplin Kerja terhadap kinerja Karyawan PT KSP Makmur Mandiri. Metode penelitian yang digunakan adalah deskriptif kuantitatif. Teknik pengambilan sampel menggunakan sampel sebanyak 128 orang. Sumber data berupa data sekunder dan data primer. Metode analisis menggunakan regresi linier berganda, uji-t, uji-F, dan uji Koefisien Determinasi dengan bantuan SPSS V.26.0. Dari hasil pengolahan data, diperoleh regresi linier berganda Y = 16,835 + 0,285X1 + 0,160X2 + 0,138X3 + e. Hasil uji-t untuk Tingkat Pendidikan (X1) adalah t-hitung > t-tabel (3,063 > 1,660) dan nilai (sig = 0,003 < 0,05), sehingga Ho ditolak dan H1 diterima. Nilai t variabel Motivasi Kerja (X2) adalah tcount>ttable (2,460>1,660) dan nilai (sig = 0,015<0,05), sehingga Ho ditolak dan H2 diterima. Nilai t count variabel Disiplin Kerja adalah tcount>ttable (3,323>1,660) dan nilai (sig = 0,001<0,05), sehingga Ho ditolak dan H3 diterima. Hasil uji F diperoleh Fhitung>Ftabel, (27,467>2,305, dengan nilai signifikansi 0,000 (p<0,05), sehingga Ho ditolak dan H4 diterima. Hasil koefisien determinasi menunjukkan nilai Adjusted R Square (R2) sebesar 0,385, artinya 35,5% variabel independen dapat menjelaskan variabel dependen, sisanya 65,5% dijelaskan oleh variabel lain yang tidak dibahas dalam penelitian ini.
Kata Kunci: Tingkat Pendidikan, Motivasi Kerja, Disiplin Kerja, Dan Kinerja

1. Introduction

The success of an organization or institution in achieving its goals is inseparable from its human resources. Human resources are the primary resource that organizes, manages, and implements organizational activities to achieve its goals, even if supported by adequate other resources. However, without reliable human resources, an organization cannot function effectively. Therefore, organizations need to value all aspects of their employees to create high-

quality, high-performing human resources. To achieve these goals, organizations must consider factors that can influence employee performance, such as education level, work motivation, and employee discipline. According to Abbas, D.S., et al. (2020), organizations with high employee performance tend to achieve their business goals better and can compete in an increasingly complex market. A good understanding of the factors influencing employee performance is crucial for management in developing effective strategies for human resource management.

Human Resource Management (HRM) plays a central role in managing factors that influence employee performance. HRM is responsible for recruiting, developing, motivating, providing education that meets the organization's needs, and must be able to retain qualified employees, Kadarisman, M. (2012). Adhari (2020:77) states that performance is the result produced by a particular job function or activity in a particular job over a certain period of time, which shows the quality and quantity of the work. This statement is supported by Afandi (2021:83) who states that performance is necessary in a company because to achieve company goals, individuals within the organization carry out their respective duties and responsibilities in order to achieve appropriate work results. Performance is a multifaceted concept that includes three elements: attitude, talent, and achievement. Performance can be seen from the extent to which a person has contributed to the organization's strategy, either by achieving certain work-related goals for individuals or for the organization.

In this context, a literature review of the factors influencing employee performance can provide a deeper understanding of how these factors interact and impact employee performance. Several variables are suspected of influencing employee performance, including education level and work motivation. Supported by Soekidjo (in Dewi, 2016), employee performance is influenced by motivation and ability, with abilities derived from education being beneficial for achieving workplace performance levels. As stated by Rivai (2009), "Performance is a function of motivation and ability; performance is the result of workers' work as a consequence of motivation and education levels that align with the company's efforts to achieve its goals and vision." Rendry's (2013) study supports this opinion, stating that employees' knowledge and motivation in the workplace influence their performance. Yasa's (2022) study supports this opinion. When viewed from the education level of KSSP Makmur Mandiri employees, 47.09% had a high school diploma. As is known, high school education in this era of advanced technology can be said to have very low performance, meaning that it does not have performance in accordance with the demands of the times.

In addition to educational attainment, optimal performance can be achieved if employees have high work motivation. Motivation is a drive that drives people to act or behave in ways that refer to the causes of a behavior, such as factors that drive someone to do or not do something. Motivation can be defined as the desire to achieve higher status, power, and recognition for each individual. Motivation can actually be seen as the basis for achieving success in various aspects of life through increasing abilities and willingness. According to Hafidzi et al. (2019:52), motivation is the provision of driving force that creates a person's work passion so that they are able to cooperate, work effectively, and with integrity with all their efforts to achieve satisfaction. Motivation is something that is fundamental that drives someone to work. Furthermore, according to Wardan (2020:109), "Motivation is the effort or activity of managers to be able to generate or increase the enthusiasm and work passion of workers or employees." The problem faced by employees based on the author's observations is the lack of motivation from leaders to employees, resulting in a lack of employee desire to work well, this has an impact on work results and organizational goals.

Furthermore, work discipline is also a factor that inhibits someone from having high performance, this is supported by the results of research conducted by Hasibuan (2016) that work discipline affects employee performance. Where work is an obligation, the office or agency where work is required to pay attention to employee work discipline so that employee work

improves more than before, and employees do not do unimportant activities at will during working hours. Good discipline is reflected in the great sense of responsibility of a person towards the tasks given to him. According to Sinambela (2019:332) "therefore, regulations are very necessary to create good order in the office where work is carried out, because the discipline of an office or workplace is said to be good if most employees obey the existing regulations". According to Afandi (2016:1) work discipline is a rule or regulation made by the management of an organization, approved by the board of commissioners or capital owners, agreed upon by the labor union and known by the Department of Manpower, then the people who are members of the organization are subject to the existing rules with a sense of order.

Work discipline is an obligation of the office or agency where the employee works to pay attention to the work discipline of employees, so that employee work improves more than before and employees do not do unimportant activities at will during working hours. Work discipline is a concept in the workplace or management to require employees to behave in an orderly manner. Discipline is also a condition that causes or encourages employees to act and carry out all activities in accordance with established rules. The problem that occurs regarding employee work discipline currently is the decreasing sense of compliance with the rules that have been set by KSP Makmur such as decreasing employee attendance rates, employees who are often late to work, and employees who often take leave.

By understanding these complex dynamics, stakeholders can make more informed decisions in managing human resources and planning corporate strategies that drive growth and sustainability in an environment characterized by business competitiveness. Based on the explanation above, this study examines how various dimensions of good corporate governance affect company performance and assesses whether long-term organizational goals can be achieved.

2. Theoretical Basis
Educational Background

Educational background plays a crucial role in managing an organization. A higher level of education will positively impact the organization (Pitriyani & Halim, 2020). Educational background also influences business development and progress by fostering creativity and innovation (Rostikawati & Pirmaningsih, 2019). Education provides cognitive, affective, and psychomotor skills for individuals in their work. Education shapes personal values for the better. Education is an effort to increase knowledge and understanding of the work environment as a whole (Zaenab, 2020). According to Law of the Republic of Indonesia No. 20 of 2003, the national education system is defined as a conscious and planned effort to create a learning atmosphere and process that enables participants to actively develop their potential, thus developing spiritual and religious strength, self-control, a strong personality, intelligence, noble character, and skills to equip themselves (Muzerika et al., 2019). The goal of education is to shape human character, faith, and morality (Rosenda, 2021). Education in society consists of informal, non-formal, and formal education. Education is crucial for individuals because it fosters greater maturity in thinking and can influence personal attitudes (Pitriyani & Halim, 2020).

Education Level

The purpose of education in the Republic of Indonesia. 2003. Law No. 20 of 2003 concerning Education. Article 3 states that national education functions to develop abilities and shape the character and civilization of a dignified nation in order to educate the nation. It aims to develop the potential of students to become people who believe in and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent, and become democratic and responsible citizens.

Education Level according to Lestari in Wirawan (2016:3) is "an activity of a person in developing his abilities, attitudes, and forms of behavior, both for future life through certain organizations or unorganized". Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have spiritual religious strength, self-control, personality, intelligence, noble morals, and skills needed by themselves, society, nation and state (Republic of Indonesia. 2003. Law No. 20 of 2003 concerning Education. No. 1.). Furthermore, Reza (2017) states that education level is an effort to increase a person's general knowledge including mastery of theories to decide issues related to activities to achieve goals. According to Basyit, et.al, (2020) "Education level is a long-term process that uses systematic and organized procedures, in which managerial workers learn conceptual and theoretical knowledge for general purposes".

Feni in Kosilah & Septian (2020,1139) "Education is guidance or assistance provided by adults to the development of children to achieve maturity with the aim that children are capable enough to carry out their own life tasks without the help of others." Furthermore, Hariandja in Nuruni (2014:14) added that the level of education of an employee can increase the company's competitiveness and improve the company's performance.

Work Motivation

Every employee has experienced boredom in their daily work routine. A monotonous routine can diminish enthusiasm and motivation, negatively impacting performance and hindering career development. Providing employees with the right work motivation will foster enthusiasm, willingness, and sincerity in their work. Increased enthusiasm and willingness to work will increase work productivity.

Motivation is a process that directs how much effort is devoted to carrying out work (Randy et al., 2019). Motivation is a need that someone needs to improve performance (Asmawiyah, A., Mukhtar, A., & Nurjaya, N. 2020). Work motivation is needed in an organization to be able to increase work enthusiasm with the ultimate goal of achieving performance. Classical literature reviews and the latest theories on motivation produce four main theoretical areas: (1) Maslow's Hierarchy of Needs Motivation Theory, (2) Herzberg's Motivation and Hygiene Theory or Two-factor Theory, (3) Mc Gregor's X Y Theory, (4) McClelland's Achievement Motivation Theory. (Andjarwati, 2015) In motivation management theory that developed in the West, motivation is Self-concept realization, namely realizing one's self-concept. Self-concept realization means that a person will always be motivated if: (a) he lives in a way that is in accordance with the role he prefers, (b) is treated according to the level he prefers, and (c) is valued in a way that reflects a person's appreciation of his abilities (Kadji, 2012).

Work Discipline

Work Discipline can address poor performance issues and strengthen the influence of employee work behavior within a group or organization (Farhah et al., 2020). Discipline is a crucial factor for employees who want to succeed (Vani & Sridadi, 2020). An employee is said to have high work discipline if they are consistent, principled, and responsible for the tasks entrusted to them. Similarly, Norman (2000:32) specifically explains discipline in human resource quality, explaining that several elements of discipline include:

a. Diligence is the most important element of work discipline. Human resources who diligently carry out their tasks consistently use their time efficiently, effectively, and productively to produce optimal work output.
b. It is an element that needs to be considered in developing and improving an individual's discipline. Individuals who are obedient in carrying out their duties will improve the quality of their work. This obedience can be demonstrated by adhering to applicable rules and regulations, thereby preventing errors at work and avoiding wasted time.

c. Commitment is an integral part of discipline in improving the quality of human resources. Commitment refers to an individual's determination and conscience to complete assigned tasks within the stipulated time.

d. Attendance is a crucial component of discipline. Attendance serves as a benchmark for completing work activities. The higher the frequency of attendance, the more work can be accomplished, and the better the work ethic, which ultimately leads to better utilization of working hours.

Employee Performance

Employees are individuals who are part of a company or organization, whose role is crucial to maintaining the company's sustainability and performance. Employees are organizational assets that contribute to achieving company goals through the quality of their work. Furthermore, employee well-being and work engagement are considered crucial in supporting productivity, morale, and loyalty to the company (Zamralita, 2023). Employees can have various roles and responsibilities depending on their position within the organizational structure. For example, an employee may work in various divisions such as marketing, finance, production, or customer service. Their duties can range from project management and customer service to administration and production, depending on the specifics of their job. Furthermore, employees can be permanent, contract, or part-time, each with different rights and responsibilities. Employees serve not only as job performers but also as valuable resources to the company. They bring skills, knowledge, and experience that can impact the organization's overall performance. Therefore, effective employee management involves various activities such as recruitment, training, development, and performance evaluation to ensure that they contribute optimally and are satisfied with their work.

Hypothesis Development

The influence of education level on employee performance, according to research by Abdiyanor1 and Taufik Rahman2 in the Journal of Religion, Education, and Culture (JAPB) Volume 4 Number 2, 2021, found that education level has a positive and significant effect on employee performance. This means that the higher an employee's education level, the better their performance. The research conducted by Norkhalisah1, Arif Budiman2, and Moh. Fajar Noorrahman3 in the Journal of Human Resource Management (HRM) Vol. 1 No. 24, 2024, entitled "The Influence of Work Motivation on Employee Performance at the Balangan Regency Education and Culture Office," found a positive relationship between the two variables. This means that higher work motivation leads to higher employee performance. Conversely, higher employee performance leads to higher work motivation. Educational background also determines a person's ability to hold a position. According to Hasibuan (2003), education level is an indicator of a person's ability to complete a job.

Furthermore, the results of the research by Anisa Setyawati1, Kiswanul Arifin2 with the title The Influence of Work Discipline on Employee Performance (Perseroda) in Tabalong Regency in the JAPB Journal (Journal of Public Administration and Business Administration Students) vol.7 No.1 in 2024. With the results of this test research, it shows that there is an influence of work discipline on employee performance at PT. Air Minum Tabalong Bersinar (Perseroda) in Tabalong Regency, the magnitude of the influence of work discipline on employee performance at PT. Air Minum Tabalong Bersinar (Perseroda) in Tabalong Regency is 74.8% and the remaining 25.2% can be influenced by other variables outside the variables tested. Hasibuan (2020:141). Motivation is a driving force that makes someone enthusiastic about work, so that they want to work together, work effectively and be integrated with all their efforts to achieve the goals set by the organization or company. Similarly, Sinambela (2018) stated that work discipline is the awareness and willingness of employees to comply with all organizational/company regulations

and applicable social norms. Therefore, work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to follow established rules. Discipline must be enforced within an organization. This means that without the support of good employee work discipline, it is difficult for the organization to realize its goals. Therefore, discipline is key to an organization's success in achieving its goals. The relationship between these three variables can be described as follows:

H_1: Education level (X_1) has a positive and significant effect on Employee Performance (Y) at KSP Makmur Mandiri, Padang Sidimpuan City, North Sumatra

H_2: Work motivation (X_2) has a positive and significant effect on Employee Performance (Y) at KSP Makmur Mandiri, Padang Sidimpuan City, North Sumatra

H_3: Work discipline (X_3) has a positive and significant effect on Employee Performance (Y) at KSP Makmur Mandiri, Padang Sidimpuan City, North Sumatra

H_4: Education level (X_4), work motivation (X2), and work discipline (X3) have a positive and significant effect on Employee Performance (Y) at KSP Makmur Mandiri, Padang Sidimpuan City, North Sumatra.

3. Methodology

This research is a descriptive quantitative study using a questionnaire. Respondents' answers were collected using a Likert scale. The population comprised all 128 employees of KSP Makmur Mandiri in Padang Sidempuang City. Due to the small population, the sampling method used was total sampling, where the entire population was included in the sample. The instrument completed by respondents was tested to ensure its validity and reliability using validity and reliability tests. Multiple linear regression analysis was then used to determine the effect of the independent variables on the dependent variable, along with hypothesis testing using the t-test and F-test, as well as the coefficient of determination ($R2$) test to determine how well the independent variables explain the dependent variable. This analysis used SPSS version 26.0.

4. Research Results

1. Instrument Test Results

1). Validity Test Results

1. All education items 1 through 15 are valid, with correlated item-total correlation values >0.300.
2. All work motivation items 1 through 30 are valid, with correlated item-total correlation values >0.300.
3. All work discipline items 1 through 20 are valid, with correlated item-total correlation values >0.300.
4. All performance items 1 through 25 are valid, with correlated item-total correlation values >0.300.

2). Reliability Test Results

All research variables were found to be reliable. This was due to the Cronbach's alpha value being greater than 0.700.

2. Descriptive Analysis Results of Research Variables

1. Education (X1)

Based on the research results, the average score for the education variable of employees at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, consisting of 15 questions, yielded an average score of 4.70, with a Respondent Achievement Level (TCR) of 84.08%. This indicates that the education variable of employees at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, falls within the Very Good category.

2. Work Motivation (X2)

Based on the research results, the average score for the work motivation variable of employees at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, consisting of 30 questions, yielded an average score of 4.09, with a Respondent Achievement Level (TCR) of 81.83%. This indicates that the work motivation variable of employees at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, falls within the Very Good category.

3. Work Discipline (X3)

Based on the research results, the average score for the work discipline variable of employees at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, consisting of 20 questions, was 4.16, with a Respondent Achievement Rate (TCR) of 83.23%. This indicates that the work discipline variable of employees at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, is in the Very Good category.

4. Employee Performance (Y)

Based on the research results, the average score for the employee performance variable at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, consisting of 25 questions, was 4.39, with a Respondent Achievement Level (TCR) of 87.82%. This indicates that the employee performance variable at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra, is in the Very Good category.

3. Quantitative Test Results of Research Variables

1). Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the effect of independent variables on the dependent variable. The independent variables used in this study were education, work motivation, and work discipline, while the dependent variable was performance. The analysis of the effect of education, work motivation, and work discipline on employee performance at KSP Makmur Mandiri in Padang Sidempuan City, North Sumatra, is as follows:

Table 1. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		:	Standardized Coefficients			
	B	: Std. Error :		Beta :		t	Sig.
(Constant)	: 16.835	: 5.863 :		:		2.871	: 0.005
Level of education	: 0.285	: 0.093 :		0.300 :		3.063	: 0.003
Work Motivation	: 0.160	: 0.065 :		0.241 :		2.460	: 0.015
Work Discipline	: 0.138	: 0.041 :		0.248		3.323	: 0.001

Source: Processed Data, 2025

Based on Table 1, the following multiple linear regression equation can be constructed:

$$Y = 16.835 + 0.285X_1 + 0.160X_2 + 0.138X_3 + e$$

From the equation above, several interpretations can be made, as follows:

a. The constant value is 16.835, meaning that if education, work motivation, and work discipline are absent ($X_1 = X_2 = X_3 = 0$), then the employee performance value at KSP Makmur Mandiri in Padang Sidempuan City, North Sumatra is a constant value of 16.835. Units indicate that the existing performance value is 16.83% of units.

b. The regression coefficient for the education variable is 0.285. A positive coefficient means that a one-unit increase in education will result in a 0.285-unit increase in

performance. This means that education has a positive effect on employee performance at KSP Makmur Mandiri in Padang Sidempuan City, North Sumatra.

c. The regression coefficient for the work motivation variable is 0.160. A positive coefficient means that a one-unit increase in work motivation will result in a 0.160-unit increase in performance. This means that work motivation has a positive effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

d. The regression coefficient for the work discipline variable is 0.138. A positive coefficient means that a one-unit increase in work discipline will result in a 0.138-unit increase in performance. This means that work discipline has a positive effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

2). Hypothesis Testing
1. t-Test

Table 2. t-Test Results

Model	Unstandardized Coefficients		:Standardized Coefficients		
	B	:Std. Error	: Beta	: t	: Sig.
(Constant)	: 16.835	: 5.863	:	: 2.871	: 0.005
Level of education	: 0.285	: 0.093	: 0.300	: 3.063	: 0.003
Work motivation	: 0.160	: 0.065	: 0.241	: 2.460	: 0.015
Work Discipline	: 0.138	: 0.041	: 0.248	: 3.323	:0.001

Source: Processed Data, 2025

The t-test results showed:

1. The calculated t-value for the education variable is 3.063 > t-table 1.660, with a sig = 0.003 < 0.05. With df = 128 - 3 = 125, the t-table value is 1.660. From the results above, it can be seen that the calculated t-value is > t-table, or 3.063 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that education has a significant partial effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

2. The calculated t-value for the work motivation variable is 2.460 > t-table 1.660, with a sig = 0.015 < 0.05. With df = 128 – 3 = 125, the t table is 1.660. From the results above, it can be seen that t count > t table or 2.460 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that work motivation has a partial significant effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

3. The t count value for the work discipline variable is 3.323 > t table 1.660 and the value (sig = 0.001 < 0.05). With df = 128 – 3 = 125, the t table is 1.660. From the results above, it can be seen that t count > t table or 3.323 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that work discipline has a partial significant effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

2. F test

Table 3. F Test

Model	: Sum of Squares	: df	: Mean Square	:	F	:	Sig.

Regression	: 1176.623	: 3	: 392.208	: 27.467	: .000[b]
Residual	: 1770.619	: 124	: 14.279	:	:
Total	: 2947.242	: 127	:	:	:

Source: Processed Data, 2025

Based on the F test, it is known that the calculated F value is 27.467 and the F table is 2.305, so it can be seen that the calculated F> F table, with a significance value of 0.000 (p<0.05). So Ho is rejected and H4 is accepted. It can be concluded that education, work motivation and work discipline have a significant effect together on the performance of KSP Makmur Mandiri employees in Padang Sidempuan City, North Sumatra.

3). Results of the Coefficient of Determination (R2) Test

Table 4 . Coefficient of Determination (R2) Test

Model	: R	: R Square	: Adjusted R Square	: Std. Error of the Estimate
1	: .632[a]	: .399	: .385	: 3.779

Source: Processed Data, 2025

Based on table 4 the coefficient of determination of employee performance of KSP Makmur Mandiri employees in Padang Sidempuan City, North Sumatra is shown by the Adjusted R Square value of 0.385. This means that the contribution of education, work motivation, and work discipline to employee performance of KSP Makmur Mandiri employees in Padang Sidempuan City, North Sumatra is 38.5% while the rest is influenced by other variables such as leadership style, compensation, work environment and others.

DISCUSSION OF RESEARCH RESULTS

From the research results above, the details can be explained as follows:

1). *The Effect of Education Level on Employee Performance at KSP Makmur Mandiri, Padang Sidempuan City*

Based on the t-test results, the calculated t-value for the education variable was 3.063 > t-table 1.660, with a value of (sig = 0.003 < 0.05). With df = 128 - 3 = 125, the t-table value was 1.660. The results above show that the calculated t-value > t-table, or 3.063 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that education has a significant partial effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

The results of this study are in accordance with the opinion of Sutrisno (2011:65), education as the totality of human interaction for the development of the whole person, and education is a continuous process that is always developing, and is faced with the problem of limited resources, therefore it is necessary to implement a management system that allows the success of the educational mission. Students are input, after experiencing the educational process by utilizing the educational objectives, namely existing resources and curriculum, producing output in the form of certain abilities, so that it can be said that changes in behavior include knowledge, attitudes, actions, appearance and so on.

2). *The Effect of Work Motivation on Employee Performance at KSP Makmur Mandiri, Padang Sidempuan City*

Based on the t-test results, the calculated t-value for the work motivation variable was 2.460 > t-table 1.660, and the value (sig = 0.015 < 0.05). With df = 128 - 3 = 125, the t-table value was 1.660. The results above show that the calculated t-value is > t-table, or 2.460 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that work motivation has a significant partial effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra. The results of this study indicate that higher employee work motivation leads to higher employee performance, while lower employee work motivation leads to lower employee performance.

Motivation is a crucial component in developing quality human resources. The need for high performance is a drive that arises within an individual to strive to achieve set goals, work hard to achieve success, and have the potential to do something well in the past. Mangkunegara (2017) explained that motivation theory is important so that leaders can identify what motivates employees at work, the relationship between work behavior and motivation, and why employees achieve high performance. Based on the explanation above, the higher an employee's motivation, the better their performance.

Research conducted by Fachrezi & Khair (2020: 107–119) found a significant influence between motivational variables and performance. Another study by Saputro & Melinda (2021: 8–15) found a significant influence between motivational variables and performance.

3). The Effect of Work Discipline on Employee Performance at KSP Makmur Mandiri, Padang Sidempuan City

Based on the research results, the calculated t-value for the work discipline variable was 3.323 > t-table 1.660, and the value (sig = 0.001 < 0.05). With df = 128 - 3 = 125, the t-table value was 1.660. From the results above, it can be seen that the calculated t-value > t-table, or 3.323 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that work discipline has a significant partial effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

Work discipline influences employee performance because it reflects employee responsibility for their work. When employees work in a disciplined manner, for example, completing a task on time, there is no wasted time, allowing the remaining time to be used for other tasks. According to Sedarmayanti (2017:56), discipline is having the self-awareness to do something in carrying out tasks and responsibilities. Subordinates or employees can carry out tasks without having to rely on superiors. The level of discipline is directly proportional to the level of risk. Employees with low discipline will face little or no risk because they work according to instructions. Employees with high discipline will also face high risks. However, high risks will be accompanied by successes due to their discipline.

Another study by Manullang et al (2022: 10–21) found that there is an influence of work discipline on employees at PT. Hilon Sumatera. Another study by Chandra et al (2022: 407–412) found that there is an influence of work discipline on employees at PT. Karya Inti Nusa Gemilang Medan. This study is supported by research conducted by Manullang et al (2022: 10–21) found that there is an influence of work discipline on employees at PT. Hilon Sumatera. Another study by Chandra et al (2022: 407–412) found that there is an influence of work discipline on employee performance at PT. Karya Inti Nusa Gemilang Medan. Research (Harianto & Saputra, 2020: 672–683), found that there is an influence of work discipline on employee performance at PT Centric Powerindo in Batam City.

4). The Effect of Education, Work Motivation, and Work Discipline on the Performance of KSP Makmur Mandiri, Padang Sidempuan City

Based on the F-test, the calculated F-value is 27.467 and the F-table is 2.305. The calculated F-value is greater than the F-table value, with a significance value of 0.000 (p<0.05). Therefore, Ho is rejected and H4 is accepted. It is concluded that education, work motivation, and work discipline have a significant joint effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

The coefficient of determination on employee performance at the General Bureau of the West Sumatra Provincial Secretariat is indicated by the Adjusted R-square of 0.825. This indicates that work motivation, work environment, and work discipline contribute 82.5% to employee performance at the General Bureau of the West Sumatra Provincial Secretariat, while the remainder is influenced by other variables such as work motivation, leadership style, compensation, work environment, and others.

Regarding employee performance, there are many factors that influence employee performance, some of which are leadership style, motivation, and work discipline. Leadership is a trait applied by an individual who acts as a leader to influence his group members to achieve mutually agreed goals and objectives. Meanwhile, a leader is an individual who carries out the process of influencing a group or organization to achieve a mutually agreed goal (Suryani, 2019). Thus, it can be said that leadership style is how a leader leads his employees to achieve company goals or complete their respective tasks as desired. An individual does something because of motivation (drive). Motivation is positive because it makes an individual or society do something that they initially did not want to do, but thanks to certain motivation (drive), the individual or society is willing to do it. Motivation can be in physical and non-physical forms. Physical evidence can be like goods or objects, for example money. While non-physical forms include support, advice, motivation, and praise. Discipline means doing or doing something according to time, for example, coming to the office on time, completing assigned tasks on time. Discipline is a good character that needs to be cultivated. A disciplined person is someone who values and realizes the importance of time. A disciplined person can also utilize time effectively.

IMPICATIONS

Based on the hypothesis testing, discussion, and study findings, this study concludes that education level has a positive and significant effect on employee performance. Therefore, it can be concluded that employee education directly impacts employee performance. Therefore, KSP Mandiri needs to address employees with low levels of education by providing facilities or opportunities for them to continue their education to a higher level.

Similarly, employee motivation has a positive and significant effect on employee performance. This means that employees who receive both material and non-material motivation have high performance, and vice versa. Therefore, KSP Mandiri must consider indicators that need to be improved to increase employee motivation.

Similarly, work discipline influences performance, meaning that employees with high work discipline also have high performance. Therefore, KSP Mandiri must improve employee discipline through regulations. This will foster a high sense of employee loyalty.

RECOMMENDATIONS

Based on the research results and conclusions, it is recommended that policymakers at KSP Makmur Mandiri in Padang Sidempuan City, North Sumatra, pay attention to formal and non-formal education, such as providing skills training to employees, and providing motivation not only in the form of material rewards but also through praise or recognition of exemplary employees. Furthermore, employee discipline should be prioritized.

Another study by Fitriana et al (2019) found that there was an influence of communication, motivation, and work environment on the performance of employees at the Horison Ultima Hotel in Palembang. Research (Pradana et al., 2019: 42–51) found that there was an influence of communication, motivation, and work environment on employee performance at Al-Islam H.M Mawardi Hospital in Krian. Another study by (Widagdo, 2019: 1–3), found that there was an influence of motivation, communication, and work environment on employee performance at Ibu Kartini Junior High School in Semarang. Research (Riyanto & Susilowati, 2019: 105–112) found that there was an influence of communication, motivation, and work environment on employee performance at DPS (Dapur Pangan Sejahtera) Catering Jakarta in 2018.

CONCLUSION

Based on the research results regarding the influence of job satisfaction and work discipline on employee performance at the General Bureau of the West Sumatra Provincial Secretariat, the following conclusions can be drawn:

1. The calculated t-value for the education variable is 3.063 > t-table 1.660, with a sig = 0.003 < 0.05. With df = 128 - 3 = 125, the t-value is 1.660. The results above show that the calculated t-value is > t-table, or 3.063 > 1.660. Therefore, Ho is rejected and H1 is accepted. It can be concluded that education has a significant partial effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

2. The calculated t-value for the work motivation variable is 2.460 > t-table 1.660, with a sig = 0.015 < 0.05. With df = 128 – 3 = 125, the t table is 1.660. The results above show that t count > t table or 2.460 > 1.660. Therefore, Ho is rejected and H2 is accepted. It can be concluded that work motivation has a partial significant effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

3. The t count value for the work discipline variable is 3.323 > t table 1.660 and the value (sig = 0.001 < 0.05). With df = 128 – 3 = 125, the t table is 1.660. The results above

show that t count > t table or 3.323 > 1.660. Therefore, Ho is rejected and H3 is accepted. It can be concluded that work discipline has a significant partial effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

4. Based on the F test, the calculated F value is 27.467 and the F table is 2.305. This shows that the calculated F value is greater than the F table value, with a significance value of 0.000 ($p<0.05$). Therefore, Ho is rejected and H4 is accepted. It can be concluded that education, work motivation, and work discipline have a significant joint effect on employee performance at KSP Makmur Mandiri, Padang Sidempuan City, North Sumatra.

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