



WORK MOTIVATION MEDIATES THE INFLUENCE OF EDUCATIONAL LEVEL AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE AT KUALA CENAKU PUBLIC HEALTH CENTER OF INDRAGIRI HULU REGENCY

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Abstrak

Alasan penulis tertarik untuk melakukan penelitian ini berdasarkan hasil observasi dan wawancara awal yang penulis lakukan dengan beberapa pegawai Puskesmas Kuala Cenaku. Hasil awal menunjukkan bahwa masih terdapat beberapa permasalahan terkait ketidakhadiran, seperti datang terlambat, tidak hadir tanpa penjelasan, dan juga fluktuasi jumlah pelayanan dan program yang dilaksanakan setiap tahunnya di Puskesmas Kuala Cenaku. Penulis menemukan indikasi bahwa hal ini dipengaruhi oleh tingkat pendidikan, pengalaman kerja dan juga motivasi para karyawan. Tujuan penelitian ini adalah untuk mengetahui pengaruh langsung dan tidak langsung antara variabel tingkat pendidikan dan pengalaman kerja yang dimediasi oleh motivasi terhadap kinerja pegawai. Pengambilan sampel dilakukan dengan metode penyebaran kuesioner dengan jumlah sampel sebanyak 62 orang sebagai responden. Metode analisis yang digunakan adalah kuantitatif, analisis data dilakukan dengan menggunakan analisis jalur. Hasil penelitian menunjukkan terdapat pengaruh langsung dan signifikan antara variabel tingkat pendidikan terhadap kinerja, tingkat pendidikan terhadap motivasi, pengalaman kerja terhadap kinerja, pengalaman kerja terhadap motivasi, dan motivasi terhadap kinerja. Sedangkan variabel tingkat pendidikan terhadap kinerja yang dimediasi oleh motivasi dan pengalaman kerja terhadap kinerja yang dimediasi oleh motivasi menunjukkan bahwa tidak terdapat pengaruh antara variabel-variabel tersebut.

Abstract

The reason why the author was interested in conducting this research was based on the results of observations and initial interviews that the author conducted with several employees of Kuala Cenaku Public Health Center. Initial results show that there are still several problems related to absenteeism, such as arriving late, not attending without explanation, and also fluctuations in the number of services and programs implemented each year at Kuala Cenaku Public Health Center. The author found indications that this was influenced by the level of education, work experience and also the motivation of the employees. The aim of this research is to determine the direct and indirect influence between the variables of education level and work experience which are mediated by motivation on employee performance. Sampling was carried out using the questionnaire distribution method with 62 samples as respondents. The analysis method used is quantitative, data analysis is carried out using path analysis. The research results show that there is a direct and significant influence between the variables of education level on performance, education level on motivation, work experience on performance, work experience on motivation, and motivation on performance. Meanwhile, the variable level of education on performance which is mediated by motivation and work experience on performance which is mediated by motivation shows that there is no influence between these variables.

Keywords : Education Level, Work Experience, Motivation, Employee Performance.

INTRODUCTION

Humans must achieve a good performance assessment so that their life needs can be met. If performance is good, all human needs will be met through reciprocity of work. In order to achieve good performance, there are several factors that influence it. These factors include education level, work experience, and work motivation.

Education level is a very important factor to pay attention to. Especially an agency with health services, because the level of education really determines the quality of each field in dealing with the health of the entire public. The health sector also requires special education and requires expert staff. Furthermore, many organizations look for human resources with qualifications of a certain period of work experience because they assume that those who already have experience will find it easier to work without having to be directed in great detail.

According to observations, education and work experience in the public are added values in deciding whether to use these services or not. Especially in the health sector, people assume that, because they are experienced, a person will not make mistakes in providing services and will have a greater chance of recovery. Apart from that, motivation is also a factor that cannot escape attention because it is closely related to employee performance. This is proven by some real facts. In other words, the more motivated an employee is, the better their work performance and job results will be evaluated.

This research was conducted at the Kuala Cenaku Public Health Center, which is one of the public health centers in Indragiri Hulu Regency. The health services

provided are comprehensive services which include treatment services (curative), prevention efforts (preventive) and health improvement (rehabilitative). Kuala Cenaku Public Health Center began actively serving inpatients and was declared an inpatient health center in 2014.

Facts in the field prove that an human resources person with an educational level appropriate to *the job desk* can carry out their duties well and in accordance with their responsibilities. It is not uncommon for some human resources whose work does not match the required level of education to be considered slower in understanding their duties, thereby preventing the completion of a task. Data sourced from the Public Health Center shows that the education level of the Kuala Cenaku Public Health Center employees is mostly D-III, with a total of 43 people, and there are still employees with low levels of education, namely elementary school, middle school and high school.

The highest number of employees at the Kuala Cenaku Public Health Center are employees with a service period of 1 to 5 years. Besides that, there are also employees who have only been working for a few months. This can strengthen the statement that work experience influences performance. Because the working period is still quite short, an employee cannot adapt well and employees with a working period of less than 5 years or even less than 1 year have less than optimal performance.

Not only the level of education and work experience, motivation is a factor that is no less important in influencing an employee's performance. Facts from observations made by researchers prove that someone with high motivation can work optimally and effectively. An employee with

a low level of motivation will do the opposite, his performance can be assessed as less than optimal. This is proven by the increasing rate of employee absence without explanation.

Data on employee absenteeism at the Public health center in Kuala Cenaku, Indragiri Hulu Regency shows that every year the number of employee absences fluctuates. However, it is more likely to experience an increase, with the peak of this increase occurring in 2022, 0.23% of absenteeism and the least occurring in 2019, 0.17% of total absenteeism. This is an indication that the motivation of Kuala Cenaku Public Health Center employees has decreased.

LITERATURE REVIEW

Employee Performance

According to Sedarmayanti (2015: 263) performance is the result of an employee's work during a certain period compared with various possibilities, for example: standards, targets, goals, criteria that are determined and mutually agreed upon. Then, performance (work performance) is the quality and quantity of work results that an employee achieves when performing his or her duties according to the responsibilities assigned by his or her superiors. (Mangkunegara, 2017: 67).

Factors that influence performance according to Kasmir (2016:189-193) also argue that performance can be influenced by abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, organizational commitment and work

discipline. The indicators for measuring employee performance are quality, quantity, time, cost reduction, supervision and relationships between employees (Kasmir, 2016: 208).

Level of Education

According to Ahmadi (2016:38), the level of education can be achieved in a managerial or organized manner. The level of education is a person's activity in developing their abilities, attitudes and forms of behavior, both for future life through certain or unorganized organizations (Lestari in Wirawan, 2019: 62). The factors that influence education consist of goal factors, namely general goals and specific goals, pedagogical factors according to age development, educator factors (parents, responsible adults, environmental and surrounding factors), and educational tool factors (Ahmadi, 2016:38).

Next, according to Amallia & Putubasai (2018:13) indicators that can influence the level of education are formal education, a tiered educational pathway starting from primary education, secondary education and higher education. Then, non-formal education, namely educational pathways outside formal education that can be implemented in a structured and tiered manner. Lastly, suitability of major, an organization first analyzes the education and major held by employees so that the position can be in accordance with the quality of their education.

Work Experience

According to Samsudin, (2016:97) work experience is the process of applying for a job, the applicant's experience is quite important in selection. An organization or

company tends to choose applicants who are experienced over those who are inexperienced because they are seen as more capable of carrying out their duties. Apart from that, intelligence ability is also the basis for further consideration because people have quite good intelligence.

Work experience is a person's level of knowledge and skills which can be measured from a person's work experience. So the longer a person works, the more experience they have with their work. With the amount of work experience a worker has, that person will have more control over his or her job. Apart from that, work experience will help mature the person concerned in facing the managerial tasks they will receive.

There are several factors that can influence the success of a person's work experience, according to Kelejan, et al., (2018:1920), namely personal background, including education, courses, training, work. Then experience is useful for showing what a person has done in the past and for estimating a person's interests, talents and capacities or abilities. Fatigue; et al., (2018:1920) also highlights several factors to determine whether an employee is experienced or not, which is also an indicator of work experience, namely length/length of employment, knowledge level, and Skills to own and control work and equipment.

Work Motivation

Work motivation is a factor that encourages a person to carry out certain activities to fulfill a person's needs and desires. Motivation is something that causes, channels and supports human behavior, so that they are willing to work diligently and enthusiastically to achieve optimal results

(Hasibuan (2016: 141). On the other hand, motivation is a force, both from within and from outside that encourages a person to achieve certain goals that have been previously set (Amin, 2016:164)

Motivation is the encouragement that makes someone do the work they want willingly without feeling forced so that the work done can run well or produce something satisfying. The factors that influence it come from internal and external factors originating from the employee (Sutrisno, 2019:116). Motivation is a basic thing that drives a person to work, there are several indicators of work motivation, namely, physical needs, security needs, social needs, the need for appreciation, the need for encouragement to achieve goals (Adha et al, 2019: 53).

METHOD

The research uses quantitative methods, namely research based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis using quantitative or *statistical methods*, with the aim of testing established hypotheses (Sugiyono, 2017:8). The research was conducted at Kuala Cenaku Public Health Center, Indragiri Hulu Regency.

The data source is primary data with sampling carried out using questionnaires and interviews with 62 people as respondents. Secondary data as support is in the form of a profile of Kuala Cenaku Public Health Center of Indragiri Hulu Regency, organizational structure, job descriptions and other data related to this research. Data collection techniques using interviews,

questionnaires and documentation. The analytical method used is a quantitative descriptive method, with path analysis techniques. The data analysis method starts from instrument testing, classical assumption testing, model feasibility testing (F Test), path analysis (*Path Analysis*), and hypothesis testing (T Test).

RESULTS AND DISCUSSION

The results of path analysis show the structural relationship between exogenous variables and endogenous variables as shown by the path coefficient path in each path diagram of the causal relationship between level of education and work experience on employee performance which is mediated by motivation. The results of the structural equation are as follows:

Structural Equation I

$$Z = 0.538X_1 + 0.522X_2 + e$$

The statistical analysis equation of the path coefficient for the path analysis can be interpreted as follows:

1. The effect of education level on motivation is 0.538.
2. The effect of work experience on motivation is 0.522.
3. The results of the multiple correlation show that there is a very strong relationship between the variables of education level and work experience and the motivation variable, this is because the R value is 0.907.
4. The coefficient of determination (R^2) is 0.823, meaning that 82.3% of the influence of education level and work experience variables has on motivation variables.

5. The influence of other variables outside model ε_1 on motivation equal to $\varepsilon_1 = \sqrt{1 - 0,823} = 0.177$.

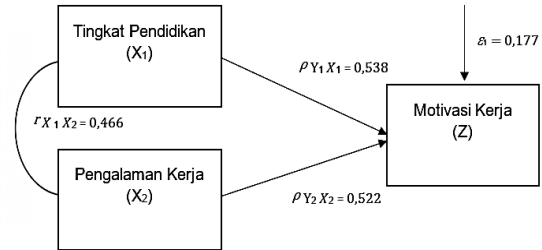


Figure 1. Structural Path Analysis Diagram I
Source: Data Processed Results

Structural Equation II

$$Y = 0.955X_1 + 0.325X_2 + 0.519Z + e$$

The results of the calculations and statistical analysis equations of the path analysis path coefficients above can be interpreted as:

1. The influence of educational level on employee performance is 0.955.
2. The effect of work experience on employee performance is 0.325.
3. The influence of motivation on employee performance is 0.519.
4. The results of the multiple correlation show that there is a very high relationship between the variables of education level, work experience and motivation and the employee performance variable, which is very strong, this is because the R value is 0.735.
5. The coefficient of determination (R^2) is 0.540, meaning that 54.0% of the influence of the variables level of education, work experience and motivation on employee performance is 54.0%.

6. The influence of other variables outside the ε_2 model on employee performance is $\varepsilon_2 = \sqrt{1} - 0,540 = 0.460$.

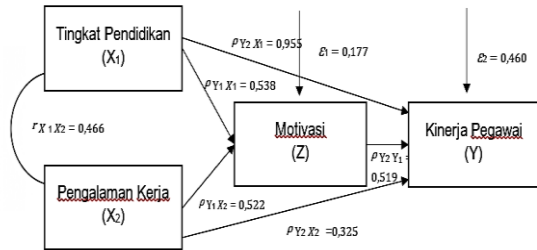


Figure 2. Structural Path Analysis Diagram II
Source: Data Processed Results

The results of hypothesis testing show that:

1. The effect of education level on motivation, where the t calculated level of education is 8.701 which is greater than the t table which is 2.001 and the significant value of 0.000 is smaller than 0.05. This means that the level of education has a significant effect on motivation.
2. The effect of work experience on motivation, where the calculated t for work experience is 8.436, which is greater than the t table, namely 2.001 and the significant value of 0.000 is smaller than 0.05. This means that work experience has a significant effect on motivation.
3. The effect of education level on employee performance, where the t calculated level of education is 6.280 which is greater than the t table which is 2.001 and the significant value of 0.000 is smaller than 0.05. This means that the level of education has a significant effect on employee performance.
4. The effect of work experience on employee performance, where the t calculated work experience is 2.172 which is greater than the t table which is

2.001 and the significant value of 0.034 is smaller than 0.05. This means that work experience has a significant effect on employee performance.

5. The effect of motivation on employee performance, where the t calculated motivation is 2.452 which is greater than the t table which is 2.001 and the significant value of 0.017 is smaller than 0.05. This means that motivation has a significant effect on employee performance.

The influence of education level on employee performance indirectly through motivation is: $X_1 \rightarrow Y_1 \rightarrow Z = (0.538) (0.519) = 0.279$. In which the influence of educational level on employee performance indirectly through motivation is 0.279. Meanwhile, the direct effect of education level on employee performance is 0.955. Thus, the direct influence of the level of education on employee performance is greater than the indirect influence. This means that the level of education through motivation has no effect on employee performance.

6. The influence of work experience on employee performance indirectly through motivation is: $X_2 \rightarrow Y_1 \rightarrow Z = (0.522) (0.519) = 0.271$. Where the influence of work experience on employee performance indirectly through motivation is 0.271. Meanwhile, the direct influence of work experience on employee performance is 0.325. Thus, the direct influence of work experience on employee performance is greater than the indirect influence. This means that work experience through motivation has no effect on employee performance.

Discussion

Education Level Influences Motivation

Based on the results of data analysis, it shows that the level of education influences the motivation of Kuala Cenaku Public Health Center employees of Indragiri Hulu Regency. This shows that the higher the level of education, the higher the motivation and vice versa. Low work motivation will have an impact on reducing employee enthusiasm to carry out their duties in providing services to Public Health Center patients.

The employees with higher education are expected to be able to contribute in the form of useful suggestions to management in their efforts to increase employee work motivation in carrying out their duties as health workers who have the noble task of providing health services to the public.

The results of this research are in line with research by Salwa Salsabila (2022) entitled the influence of education level and work experience on employee performance which is mediated by motivation at PT. Sumber Karindo Sakti which states that the level of education has a significant effect on motivation.

Work Experience Influences Motivation

Based on the results of data analysis, it shows that work experience influences the motivation of Kuala Cenaku Public Health Center employees of Indragiri Hulu Regency. A long period of work will tend to make an employee feel more at home in an organization, this is due, among other things, to having adapted to their environment for quite a long time so that an

employee will feel comfortable with their work.

Motivation comes from the attitude of employees towards their work within the company. Motivation is the state or energy that motivates employees that is aligned or directed toward achieving the organizational goals of a company. It is the positive and positive attitude of employees towards the working situation that strengthens their work motivation to perform at their best. The results of this research are in line with research by Salwa Salsabila (2022) entitled the influence of education level and work experience on employee performance which is mediated by motivation at PT. Sumber Karindo Sakti which states that work experience influences motivation.

Education Level Influences Employee Performance

Based on the results of data analysis, it is known that the level of education influences the performance of Kuala Cenaku Public Health Center employees of Indragiri Hulu Regency. This shows that the higher the level of education, the higher the employee's performance and vice versa. The contribution of human resources to an agency is a mandatory role, both individually and in groups, and human resources are the main key to the smooth running of an organization, even to achieve a goal determined by the existence of human resources.

The level of education of an employee can increase competitiveness and improve the performance of the Kuala Cenaku Public Health Center. By pursuing a certain level of education, an employee has certain knowledge so that he is able and

competent to carry out his duties well. Thus education will influence employee performance.

The results of this research are supported by previous research researched by Netti Nartarida Marpaung (2016) with the title the influence of education level on the performance of Bekasi City Population and Civil Registry Service employees which states that education level has a positive and significant influence on the performance of Population and Civil Registry Service employees of Bekasi city. The results of this research are also in line with research by Seri Hartati, et al (2022) with the title the influence of education level on employee performance in serving the public at the Kampar Kiri Hulu sub-district office, which states that there is a significant influence between education and employee performance at the Kampar Kiri Hulu sub-district office.

Work Experience on Employee Performance

Based on the results of data analysis, it is known that work experience influences the performance of Kuala Cenaku Public Health Center employees of Indragiri Hulu Regency. This shows that the higher the work experience, the higher the employee's performance and vice versa. Employee performance is the main factor that can influence organizational progress. Employees will find it easier and faster to carry out their work or duties, because they have more experience in their work.

The results of this research are supported by previous research researched by Cindy Trixi Suyanto, Anita Silvianita (2020) with the title the influence of work experience on employee performance at the public services consulting company Anas

Karim Rivai Jakarta which states that work experience has a significant influence individually between Work Experience Employees on Employee Performance at the Public Appraisal Services Consulting Company Anas Karim Rivai Jakarta. The results of this research are also in line with research by Neneng et al (2022) entitled the influence of work experience on employee performance in the Banjaran sub-district office which states which states that work experience influences employee performance which is positive and significant At the Banjaran District Office.

Motivation influences employee performance

Based on the results of data analysis, it shows that motivation influences the performance of Kuala Cenaku Health Center employees, Indragiri Hulu Regency. This shows that the higher the motivation, the higher the employee's performance and vice versa. Motivation can be seen as a change in energy within a person which is characterized by the emergence of *feelings*, and is preceded by a response to a goal.

The results of this research are supported by the opinion of Roni Fadli, Hasanudin Hasanudin (2021) with the title the influence of work motivation on employee performance at the Baitul Qur'ani Cipuat Foundation which states that there is a positive and significant influence of motivation on employee performance at the Baitul Qur'ani at Takfir Foundation . This research is also in line with research conducted by Fransiskus Ady, Djoko Wijono (2013) with the title the influence of work motivation on the performance of employees of the Depok village unit cooperative, leaning towards Catur, Sleman, Yogyakarta, which states that work

motivation in the form of achievement, recognition, working conditions and wages has an influence. simultaneously significant impact on employee performance.

Education Level Mediated by Motivation Has No Influence on Employee Performance

Based on the results of data analysis, it is known that the level of education has no effect on employee performance which is mediated by the work motivation of Kuala Cenaku Public Health Center employees of Indragiri Hulu Regency. The results of this research are in line with research conducted by Salwa Salsabila (2022) with the title the influence of education level and work experience on employee performance which is mediated by motivation at PT. Sumber Karindo Sakti which states that directly the level of education has no effect on employee performance and indirectly Indirectly, education level has no effect on employee performance which is mediated by motivation.

Work Experience Mediated by Motivation has no Influence on Employee Performance

Based on the results of the path analysis, it was found that work experience had no effect on employee performance which was mediated by work motivation either directly or indirectly. The results of this research are in line with previous research researched by Salwa Salsabila (2022) with the title the influence of education level and work experience on employee performance which is mediated by motivation at PT. Sumber Karindo Sakti which states that work experience has no

effect on employee performance, mediated by motivation. at PT. Source Karindo Sakti.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the explanation of the research results and discussion that have been presented, it can be concluded that the level of education and work experience have a significant effect on the motivation of the employees of Kuala Cenaku Public Health Center of Indragiri Hulu Regency. The variables of education level and work experience have a significant effect on the performance of the employees of Kuala Cenaku Public Health Center of Indragiri Hulu Regency. Then, motivation has a significant effect on the performance of the employees of Kuala Cenaku Public Health Center of Indragiri Hulu Regency. The variables of education level and work experience mediated by motivation have no effect on the performance of Kuala Cenaku Public Health Center employees of Indragiri Hulu Regency.

Suggestion

Based on the research results conducted, this is expected: Kuala Cenaku Public Health Center will pay more attention to the education level of employees by holding training, training or providing suggestions for employees to continue their education; Kuala Cenaku Public Health Center must pay more attention to employees with minimal experience so that they can be trained and given opportunities, of course in order to create motivation from these employees.

Then, Kuala Cenaku Public Health Center paid more attention and was more

thorough in the employee recruitment process. This is based on the fact that a person's level of education has an influence on the resulting performance, and in the future if the public health center pays more attention to the education level of employees, it is hoped that the resulting performance in terms of service will improve and be beneficial to the surrounding public.

It is also recommended that public health centers provide more learning opportunities for employees who have worked for 1-5 years, so that they have more experience and of course in the future it is hoped that this will have an impact on performance compared to before; public health center officials must provide motivation more often through providing attention, affection, salary increases and promotions.

Furthermore, it is hoped that the puskesmas will continue to pay attention to the education and motivation of its employees so that their performance will be better; Kuala Cenaku Public Health Center employees continue to seek experience by actively participating in vouchers or other activities, even though the motivation does not come from within the Public Health Center, the hope is that the employees will generate the motivation themselves so that the resulting performance will help the public.

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BRIEF PROFILE

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