



Research Paper

## The Effect of Education Level and Experience on the Performance of Civil Servants in West Sulawesi Province

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*This research aims to analyze the influence of the level of education, work experience, commitment and culture on the performance of the employees of the General Bureau, Equipment, and Protocol of West Sulawesi Province. This research was done at the General Bureau, Equipment, and Protocol of West Sulawesi Province in May - June 2021. The population in this study was Civil Servants within the scope of the General Bureau, Equipment and Protocol of West Sulawesi Province, totaling 123 people. The sample was 123 people. The data analysis used in this research is descriptive analysis and multiple regression analysis.*

*The results of the research prove that the level of education affects employee performance because the level of education will improve his performance as an employee in West Sulawesi Province, so he will tend to continue the level of education to a higher level. Work experience affects employee performance because more than 10 years of work experience can help complete work efficiently. Commitment affects employee performance because the commitment of Civil Servants at the Regional Secretariat of West Sulawesi Province is quite high. Organizational culture has no effect on employee performance. Civil Servants at the Regional Secretariat of West Sulawesi Province are no longer monotonous in their work, there are always new ideas that can be created to increase the quality of results and it can also be seen in the field that employees still complete the tasks given when the leadership is not in the office.*

**Keywords:** Education Level, Work Experience, Employee Performance

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### I. INTRODUCTION

An organization in achieving its goals requires qualified employees, in this case employees who are able to work well, are skilled, experienced, disciplined, diligent, creative, idealistic, and willing to try to get good work results so that they are able to achieve work performance. To be able to achieve work performance, it is necessary to have a motivation, and one of the motivations is to fulfill the wishes of employees, including the provision of compensation in the form of awards in the form of material and non-material that is given intentionally to employees or employees in order to create an impetus to improve performance. so that it will have a good impact on the agency through good performance and quality of an employee.

Education and work experience factors are one of the factors in determining the level of employee performance. With the education and work experience and motivation, it is hoped that it will produce quality human resources and be able to provide the best results in achieving company goals. As a manifestation of the workforce development function, the human resources of the organization must be provided with education, work experience, and motivation. Educational and work experience programs are an ongoing process due to the emergence of good conditions for technological development, economic and non-economic developments in the company.

In addition to the level of education, experience also affects employee performance. Work experience of employees in a government or organization will affect the performance of the government or organization. By being equipped with a lot of experience, the possibility of realizing a good achievement or performance is quite convincing and vice versa if one is not experienced enough in carrying out his duties, a person will most likely experience failure. Work experience is obtained by employees who have had more working hours who are expected to have various kinds of experience in solving various problems. Armed with this experience, it is

expected that each employee has a high quality of human resources in improving higher work performance (Rahmawati, 2016).

The education level of Civil Servants in the General Bureau, Equipment and Protocol in West Sulawesi Province is a strata 1 (S1) graduate. However, even though the educational background of employees is relatively high, the performance of employees in carrying out work is still lacking, such as in the implementation of work targets which are often delayed or not in accordance with the target. A high educational background should be balanced with a good ability to work. In addition to the level of education, experience in working has made several Civil Servants in the General Bureau, Equipment and Protocol in West Sulawesi Province experience work problems such as the lack of ability to work so they are slow in completing work. The work environment within the scope of the General Bureau, Equipment and Protocol in West Sulawesi Province has been supportive, such as the availability of facilities and infrastructure that are able to support the work of Civil Servants such as computers and others.

## II. THEORETICAL AND LITERATURE REVIEW

### 2.1. Goal Setting Theory

This theory suggests that two cognitions, those are values and intentions (or goals) that greatly determine a person's behavior. Based on this theory, an individual determines the goals for his behavior in the future and these goals will affect the behavior of the person. In addition, this theory also shows the relationship between goals and performance. Goals can be viewed as goals/performance levels to be achieved by individuals. If an individual commits to a certain goal, then this will affect his actions and affect the consequences of his performance.

Goal setting theory assumes that there is a direct relationship between specific and measurable goals and performance. The main finding of Goal setting theory is that individuals who are given specific and difficult but achievable goals perform better than those who accept easy goals and less specific or no goals at all. At the same time, one must also have sufficient ability to accept the goals set and receive feedback related to performance (Latham, 2003). This theory also states that individual behavior is governed by one's ideas (thoughts) and intentions.

### 2.2. Employee Performance

Performance is the result of an employee's work to achieve the expected goals. According to Edison (2016) performance is a work process that is measured over a certain period of time by starting with existing provisions.

In addition, Setyowati and Haryani (2016) explain that the term performance comes from the word job performance or actual performance, that is the quality and quantity of an employee's work in carrying out tasks based on the responsibilities assigned to him.

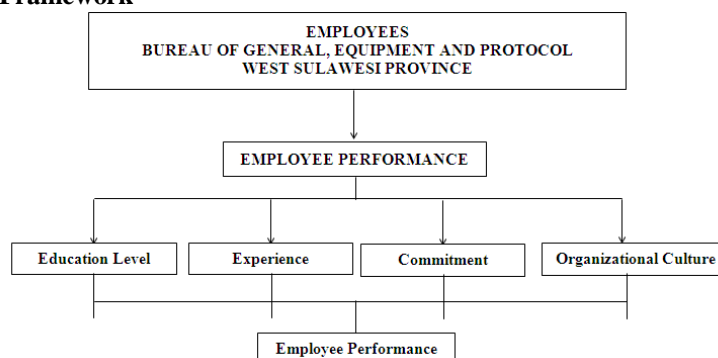
### 2.3. Factors Affecting Employee Performance

Mathis and Jackson (2006) state that performance is a critical series between strategy and organizational results, many factors can affect individual employee performance, namely their abilities, motivation, support received, the existence of the work they do and their relationship with the organization.

Employee performance is the result of a synergy of a number of factors. These factors are the organization's internal environmental factors, external environmental factors, and employees' internal factors (Wirawan, 2009).

## III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

### 3.1. Conceptual Framework



### **3.2. Hypothesis**

#### **1. Education Level Effect towards Employee Performance**

H1: Education Level (X1) has a positive and significant effect on Employee Performance (Y)

#### **2. Experience Effect towards Employee Performance**

H2: Work experience (X2) has a positive and significant effect on Employee Performance (Y)

#### **3. Commitment Effect towards Employee Performance**

H3: Work commitment (X3) has a positive and significant effect on Employee Performance (Y)

#### **4. Organizational Culture Effect towards Employee Performance**

H4: Organizational culture (X4) has a positive and significant effect on Employee Performance (Y)

## **IV. RESEARCH METHOD**

### **4.1. Research Time and Location**

This research was conducted at the General Bureau, Equipment, and Protocol of West Sulawesi Province. This research was conducted in May - June 2021.

### **4.2. Population and Sample**

In this study, the population is Civil Servants in the scope of the General Bureau, Equipment, and Protocol of West Sulawesi Province, amounting to 123 people. The sampling technique is saturated sampling, saturated sampling is a sampling technique when all members of the population are used as samples. Therefore, the sample in this study was 123 people.

### **4.3. Data Gathering Technique**

The type of data used in this study is primary data. Data collection will be carried out through a questionnaire survey which is delivered and taken by the researcher himself to the parties who are authorized and involved in the management of regional assets, in this case the Civil Servants in the scope of the General Bureau, Equipment, and Protocol of West Sulawesi Province.

### **4.4. Research Operational Definition**

1. Employee Performance is the result of the synergy of a number of factors. These factors are the organization's internal environmental factors, external environmental factors, and employee or employee internal factors.

2. Education Level stages of continuing education, which are determined based on the level of development of students, the level of complexity of teaching materials, and the way in which teaching materials are presented.

3. Work Experience the length of time the employee has worked in the workplace from the time he was accepted into the workplace until now.

4. Work Commitment is to promise and be responsible in carrying out the work and have a feeling of full devotion. The indicators used are loyalty, attitude towards duty, responsibility, and self-discipline.

5. Organizational Culture is a value system that is interpreted jointly by every member of the organization which becomes the identity of the organization in order to achieve organizational goals. The indicators used are Innovation and risk taking, Attention to detail, Results orientation, People orientation, Team orientation, Aggressiveness, and Stability.

### **4.5. Data Analysis**

Descriptive research data analysis was carried out through descriptive statistics, namely statistics used to analyze data by describing or describing the data that had been collected as they were without the intention of making generalizations of the research results.

Before testing the hypothesis, several related tests are first carried out, namely validity test, reliability test, and normality test. Then after all these tests are met, then hypothesis testing is carried out. For hypothesis testing, this study uses multiple regression test tools (multiple regression). using SPSS computer statistical software. The multiple regression model used in the study can be formulated as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \epsilon$$

Information:

Y = Employee Performance

X1 = Education Level

- X2 = Work Experience
- $\beta_0$  = Constant
- $\beta_1-\beta_4$  = Regression Coefficient
- $\varepsilon$  = Error standard

1. Validity and Reliability Test

Before testing the hypothesis, the validity and reliability tests of the research instruments were first tested. Validity test is a test that shows a measuring device that measures what it wants to measure. The validity test was carried out by using the correlation between the scores of each question item with the total score. The validity test uses factor analysis with the aim of knowing the validity of the questions for each variable or to determine the validity of the construct (Chenhall and Morris, 1986). The assumption that underlies whether or not factor analysis can be used is that the data matrix must have sufficient correlation (sufficient correlation). The test tool used to measure the level of intercorrelation is the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA). Each instrument must have a KMO MSA (Measure of Sampling Adequacy) value of more than 0.50 so that the data collected can be said to be appropriate for factor analysis (Hair et al., 2006). Reliability test is an index that shows the extent to which a measuring instrument can be trusted or reliable. If a measuring device is used twice to measure the same phenomenon and the measurement results obtained are relatively consistent, then the measuring device is reliable. In other words, reliability shows the consistency of a measuring instrument in measuring the same symptoms (Singarimbun and Efendi, 1989). The reliability test was carried out by calculating the Cronbach alpha value of each instrument in a variable. The cut off value to determine the reliability of an instrument is the Cronbach alpha value of more than 0.60 (Nunnally, 1978).

**V. RESULTS AND DISCUSSION**

**5.1. Respondents' Identity**

1. Based on Age

Age Group (Year Old)	Number (People)	Percentage (%)
15 - 24	4	4,00
25 - 49	91	91,00
50 - 59	5	5,00
<b>Total</b>	<b>100</b>	<b>100,00</b>

2. Based on Education Level

Education Level	Number (People)	Percentage (%)
JHS/Equal	3	3,00
SHS/Equal	34	34,00
D3	8	8,00
S1	49	49,00
S2	6	6,00
<b>Total</b>	<b>100</b>	<b>100,00</b>

**5.2. Instrument Test**

Instrument testing was carried out with several instrument testing techniques consisting of Validity Test and Reliability Test using the one shoot method, namely by using the reliability analysis scale (Cronbach's Alpha).

**5.3. Validity Test**

The validity of the measuring instrument is determined by correlating the score obtained by each question with the total score. This total score is obtained from the sum of all the question scores. The correlation between the score of a particular question and its total score must be significant based on certain statistical measures. If the total score of each question is correlated with the total score, it can be said that the measuring instrument has validity. By using bivariate correlation between each indicator score and the total construct score. How to determine r table by using the formula:

$$Df = N - 2$$

Information

- Df = freedom degree
- N = number of respondents

Decision making for the validity test is by looking at the correlation of each indicator to the total construct score which shows significant results, so it can be concluded that the question is valid. The results of the validity test can be seen in table below.

Table 1. Employee Performance (KP) Variable Validity Test

Item	Pearson Correlation	Sig. (2-tailed)	Information
KP1	0,617	0,000	Valid
KP2	0,737	0,000	Valid
KP3	0,619	0,000	Valid
KP4	0,615	0,000	Valid

Table 1 shows the significance value of Sig. (2-tailed) for each question item on the education level variable which is smaller than the research significance level of 5% (0.05), so it can be stated that the question items in the variable are statistically valid for use in this study. Based on the Pearson Correlation value, the value of 4 employee performance variables is greater than the r table value of 0.165. This shows that all employee performance variables are declared valid.

Table 2. Education Level (TP) Variable Validity Test

Item	Pearson Correlation	Sig. (2-tailed)	Information
TP1	0,674	0,000	Valid
TP2	0,618	0,000	Valid
TP3	0,455	0,000	Valid
TP4	0,656	0,000	Valid
TP5	0,603	0,000	Valid

Table 2 shows the significance value of Sig. (2-tailed) for each question item on the education level variable which is smaller than the research significance level of 5% (0.05), so it can be stated that the question items in the variable are statistically valid for use in this study. Based on the Pearson Correlation value, the value of 4 employee performance variables is greater than the r table value of 0.165. This shows that all variables of education level are declared valid.

Table 3. Work Experience (PK) Variable Validity Test

Item	Pearson Correlation	Sig. (2-tailed)	Information
PK1	0,564	0,000	Valid
PK2	0,454	0,000	Valid
PK3	0,645	0,000	Valid
PK4	0,595	0,000	Valid
PK5	0,516	0,000	Valid
PK6	0,584	0,000	Valid
PK7	0,561	0,000	Valid

Table 3 shows the significance value of Sig. (2-tailed) for each question item on the education level variable which is smaller than the research significance level of 5% (0.05), so it can be stated that the question items in the variable are statistically valid for use in this study. Based on the Pearson Correlation value, the value of 4 employee performance variables is greater than the r table value of 0.165. This shows that all work experience variables are declared valid.

Table 4. Commitment (K) Variable Validity Test

Item	Pearson Correlation	Sig. (2-tailed)	Information
K1	0,496	0,000	Valid
K2	0,745	0,000	Valid
K3	0,611	0,000	Valid
K4	0,539	0,000	Valid
K5	0,779	0,000	Valid
K6	0,585	0,000	Valid

Table 4 shows the significance value of Sig. (2-tailed) for each question item on the education level variable which is smaller than the research significance level of 5% (0.05), so it can be stated that the question items in the variable are statistically valid for use in this study. Based on the Pearson Correlation value, the value of 4 employee performance variables is greater than the r table value of 0.165. This shows that all commitment variables are declared valid.

Table 5. Cultural Organization (BO) Variable Validity Test

Item	Pearson Correlation	Sig. (2-tailed)	Information
BO1	0,630	0,000	Valid
BO2	0,775	0,000	Valid
BO3	0,719	0,000	Valid
BO4	0,635	0,000	Valid

Table 5 shows the significance value of Sig. (2-tailed) for each question item on the education level variable which is smaller than the research significance level of 5% (0.05), so it can be stated that the question items in the variable are statistically valid for use in this study. Based on the Pearson Correlation value, the value of 4 employee performance variables is greater than the r table value of 0.165. This shows that all commitment variables are declared valid.

#### 5.4. Reliability Test

The decision making for the reliability test is if the value of Cronbach's Alpha ( $\alpha$ ) > r table (0.165), then the instrument is reliable or reliable (Ghozali, 2001). The results of the reliability test for the variables used in the study are presented in Table 6.

Table 6. Research Variable Reliability Test

Variable	Cronbach's Alpha	N of item
Employee Performance (KP)	0,524	4
Education Level (TP)	0,537	5
Work Experience (PK)	0,622	7
Commitment (K)	0,702	6
Organizational Culture (BO)	0,632	4

Table 6 shows the results of the reliability test with Cronbach's Alpha value of 0.524 > 0.165 so that the employee performance variable is declared reliable. The education level variable shows a value of 0.537 > 0.165 so that the variable is declared reliable. The work experience variable shows a value of 0.622 > 0.165 so that it is declared reliable. The commitment variable shows a value of 0.702 > 0.165 so it is declared reliable. The organizational culture variable shows a value of 0.632 > 0.165 so that it is declared reliable. So, the conclusion from the test results states that all variables are declared reliable.

#### 5.5. Data Research Analysis

Hypothesis testing in this study uses multiple regression analysis to test the effect of the independent variable, namely employee performance on the dependent variable, which consists of education level, work experience, commitment, and organizational culture.

Table 7. Research Variable Multiple Linear Regression Test

Variable	Regression Coefficient	T <sub>count</sub>	Significance
Constant		3.532	.001
Education Level (X1)	.325	3.001	.009
Work Experience (X2)	.316	3.060	.003
Commitment (X3)	.334	3.649	.000
Organizational Culture (X4)	.027	.253	.801
<b>F<sub>count</sub></b>	<b>10,617</b>		<b>0,000</b>
<b>F<sub>table (n - k - 1)</sub></b>	<b>2,47</b>		
<b>R Square</b>	<b>0,556</b>		
<b>T<sub>table (n - k)</sub></b>	<b>1,985</b>		

Table 7 shows the test results using multiple linear regression analysis with the dependent variable being employee performance. Based on the test results, the R Square value is 0.556. Based on the R Square value, it shows that the variables of education level (X1), work experience (X2), commitment (X3), and organizational culture (X4) simultaneously (together have an effect on employee performance variable (Y) of 0.556 or if a percentage becomes 55.6% Based on Fcount of 10,617 with a probability level of 0.000. Based on the probability value with a Sig value,  $0.000 < 0.05$ , it can be concluded that the hypothesis is accepted or the variable level of education (X1), work experience (X2), commitment (X3), and organizational culture (X4) simultaneously affect employee performance (Y). Based on the value of Fcount yields a value of  $10.617 > 2.47$  (Ftable), it can be concluded that the hypothesis is accepted or the variable level of education (X1), work experience (X2), commitment (X3), and organizational culture (X4) simultaneously affect employee performance (Y).

Based on the results of the partial test (partial t-test), the education level variable (X1) shows a t-count value of 3.001 with a significance of 0.319. The conclusion of the t test states that the t count  $>$  t table ( $3.001 > 1.985$ ) then the education level variable (X1) has a partial effect on employee performance.

The results of the partial test for the work experience variable (X2) showed a t-count value of 3.060 with a significance of 0.003. The conclusion of the t test for the X2 variable states that t count  $<$  t table ( $3.060 > 1.985$ ) then the work experience variable has a partial effect on employee performance is accepted.

The results of the t-test for commitment (X3) show the t-count value of 3.649 with a significance of 0.000. The conclusion of the test for the variable X3 states that the value of t count  $>$  t table ( $3.649 > 1.985$ ) then the commitment variable (X3) has a partial effect on employee performance is accepted.

The results of the t-test for organizational culture (X4) showed a t-count value of 0.053 with a significance of 0.801. The conclusion of the test for the X4 variable states that the value of t count  $>$  t table ( $0.053 < 1.985$ ) then the organizational culture variable (X4) has a partial effect on employee performance is rejected.

The test results using the main regression model in this study indicate that the variables of education level (X1), work experience (X2), commitment (X3) and organizational culture (X4) simultaneously affect employee performance (Y). The education level variable (X1) has a regression coefficient value of 0.325 with a probability value of 0.009. While the work experience variable (X2) has a regression coefficient of 0.316 with a probability of 0.003. The commitment variable (X3) has a regression coefficient of 0.334 with a probability of 0.000. The organizational culture variable (X4) has a regression coefficient of 0.027 with a probability of 0.801.

## **5.6. Discussion**

### **5.6.1. Education Level (X1) Effect towards Performance of Civil Servants at the Regional Secretariat of West Sulawesi Province**

Hypothesis 1 (H1) is that education level has a positive and significant effect on employee performance at the Regional Secretariat of West Sulawesi Province. From the results of statistical analysis shows that the t-test value of the education level on employee performance is 3.001, which is greater than the t-table value, which is 1.985. In conclusion, there is a significant effect between the independent variable (education level) and the dependent variable (employee performance), then H0 is rejected and H1 is accepted with a P Value of 0.009. P Value  $<$  0.05. Thus, it can be concluded that the level of education has a significant effect on employee performance or in other words the level of education provides maximum input on employee performance.

The results of the study indicate that the level of education will improve his performance as an employee in the Province of West Sulawesi, so he will tend to continue the level of education to a higher level. Based on the education level of Civil Servants in West Sulawesi Province, namely SMA and S1 equivalent. Education level S1 and above have a better position than civil servants who have a high school education level. This happens because the ability of employees who are at the S1 level meet the qualifications to fill the position. The ability of civil servants who have an undergraduate education level or more is considered superior to the level of education below.

The level of education of an employee can increase the company's competitiveness and improve performance. When a person's education level is low, he tends to have a narrow perception of a problem. Likewise, his attitude tends to be limited to the perception he has. This also applies to the condition of employees who are the object of research. The lower the education level of an employee, he will tend to have a narrow perception of improving employee performance. He does not think about self-development in teaching efforts and skills for the development of the institution where he works. On the other hand, the higher the level of education of an employee, the more he has perceptions and attitudes that have broad dimensions. Every teaching and skill he has is always oriented towards improving his performance, and this will have a broad impact on his future. In the sense that the higher a person's education level, the more rational thinking patterns will be. If an employee has a higher level of education, then he improves his performance. Based on the

explanation above, it can be concluded that education is the process of changing one's attitudes and behavior through teaching and training efforts.

The level of education as a person's activity in developing the ability of attitudes and forms of behavior both for present life and at the same time preparation for future life in certain organizations that are processed through formal education is good, with another meaning that there is a suitable level of education. owned by an employee who works in the company can provide an increase in the completion of work in accordance with the deadlines set by the company leadership, the existence of tasks or jobs within the company that are in accordance with the employee's scientific field will provide an increase in work neatness and work accuracy so that the tasks given can be displayed properly, the existence of supportive education from the employee side and work adjustments to the work section of the company can increase work performance so that the work displayed can be optimal and safe. in accordance with the deadlines set by the leadership.

#### **5.6.2. Work Experience (X2) Effect towards Performance of Civil Servants at the Regional Secretariat of West Sulawesi Province**

Hypothesis 2 (H2) is that work experience has a positive and significant effect on employee performance at the Regional Secretariat of West Sulawesi Province. From the results of statistical analysis shows that the t-test value of work experience on employee performance is 3.060, which is greater than the t-table value of 1.985. In conclusion, there is a significant effect between the independent variable (work experience) and the dependent variable (employee performance), then H0 is rejected and H1 is accepted with a P Value of 0.003. P Value < 0.05. Thus, it can be concluded that work experience has a significant effect on employee performance or in other words work experience provides maximum input on employee performance.

Employee work experience is a measure of the length of time or period of work that a person has taken to understand the tasks of a job and has carried it out well as measured by indicators: length of work, professionalism, skills and mastery. Work experience of Civil Servants at the Regional Secretariat of West Sulawesi Province 11 - 20 years of service. The work experience factor, which is an average of more than 10 years as measured by the work experience of employees, can help complete work/tasks efficiently, employees do not waste time working with other activities that are not related to work, employees always prioritize a professional attitude in At work, employees have the skills to carry out the tasks assigned by the leadership, and the work experience that employees have can help reduce errors when carrying out work is a factor that determines employee performance.

It can be said that employees have maximized the length of work in the past to be applied to a new workplace, prioritizing skills at work and maximizing mastery of work have been well pursued so as to improve their performance. The existence of an effort to use work experience will produce quality human resources, in this case the performance of the employee concerned and able to give the best contribution in achieving company goals.

#### **5.6.3. Commitment (X3) Effect towards Performance of Civil Servants at the Regional Secretariat of West Sulawesi Province**

Hypothesis 3 (H3) is that commitment has a positive and significant effect on employee performance at the Regional Secretariat of West Sulawesi Province. The results of statistical analysis show that the t-test value of commitment to employee performance is 3.649, which is greater than the t-table value of 1.985. In conclusion, there is a significant effect between the independent variable (commitment) and the dependent variable (employee performance), then H0 is rejected and H1 is accepted with a P Value of 0.000. P Value < 0.05. Thus, it can be concluded that commitment has a significant effect on employee performance or in other words commitment to provide maximum input on employee performance.

The commitment of Civil Servants at the Regional Secretariat of West Sulawesi Province is quite high, this can also be seen from employees who already have a sense of being part of the company and have pride in the agency that must always be maintained by management. This is part of the indicators of employees who have commitment. Furthermore, if the commitment has been owned by employees, they will have a professional attitude, loyal to the company and feel reluctant to leave the agency, this will have a positive effect on employee performance.

#### **5.6.4. Organizational Culture (X4) Effect towards Performance of Civil Servants at the Regional Secretariat of West Sulawesi Province**

Hypothesis 4 (H4) is that organizational culture has a positive and significant effect on employee performance at the Regional Secretariat of West Sulawesi Province. From the results of statistical analysis shows that the t-test value of organizational culture on employee performance is 0.253, which is smaller than the t-table value of 1.985. From the results of the t test, the t value shows a smaller value than the t table value, which means that there is no significant effect between the independent variable (organizational culture) and the



dependent variable (employee performance), then H<sub>0</sub> is accepted and H<sub>2</sub> is rejected with a P value of 0.801. P Value > 0.05. Thus, it can be concluded that organizational culture has no significant effect on employee performance or in other words organizational culture does not provide maximum input on employee performance.

Civil Servants at the Regional Secretariat of West Sulawesi Province are no longer monotonous in their work, there are always new ideas that can be created to increase the quality of results and it can also be seen in the field that employees still complete the tasks given when the leadership is not in the office, although there are still some employees who are less enthusiastic in completing the tasks assigned by the leadership. In addition, Civil Servants at the Regional Secretariat of West Sulawesi Province no longer think statically and traditionally in carrying out their duties but are already able to think and act managerially, dynamically, tactically, strategically and systematically in carrying out their duties well, but on the other hand there are still some employees who do their job well. the work is still monotonous and less creative in work so that the results of the work are less than optimal. know that there is a space where they are allowed to innovate without having to clash with organizational rules and dare to create new ideas, for example in carrying out tasks, superiors are always required to be creative and innovative in completing work so that what is produced can be more effective and efficient. Although there are still a handful of employees who still do not dare to make new breakthroughs for the reason that they are afraid of being punished by the leadership if there is inefficiency in their innovation. The leader also always gives freedom to his subordinates in completing his work, the task of the leader is only to supervise employees but not to intervene in his subordinates in making decisions.

## VI. CONCLUSION

### 6.1. Conclusion

1. Education level has a partial effect on employee performance because education level will improve his performance as an employee in West Sulawesi Province, so he will tend to continue his education level to a higher level.
2. Work experience has a partial effect on employee performance because the average work experience is more than 10 years as measured by the work experience possessed by employees can help complete work/tasks efficiently.
3. Commitment has a partial effect on employee performance because the commitment of Civil Servants at the Regional Secretariat of West Sulawesi Province is quite high, this can also be seen from employees who already have a sense of being part of the company and have pride in the agency that must always be maintained by management. indicators of employees who have commitment.
4. Organizational culture has no partial effect on employee performance. Civil Servants at the Regional Secretariat of West Sulawesi Province are no longer monotonous in their work, there are always new ideas that can be created to increase the quality of results and it can also be seen in the field that employees still complete the tasks given when the leadership is not in the office, although there are still some employees who are less enthusiastic in completing the tasks assigned by the leadership.

### 6.2. Implication

Researchers hope that this research can have implications for improving employee performance at the Regional Secretariat of West Sulawesi Province. In addition, this research is also expected to be the main reference for students and the government in which there is material on factors that can affect employee performance. With a combination of theory and practice on asset management as in this study, it can be a source of information for the community as well as a reference for the government in improving employee performance so that it is more optimal.

### 6.3. Limitation

The variables studied are still not sufficient to measure variables that can affect employee performance, so it is hoped that further research can add variables that can really affect employee performance. In addition, the sample used is only limited to Civil Servants at the Regional Secretariat of West Sulawesi Province, this may not be used as a basis for generalizations for employees in other agencies in West Sulawesi Province.

### 6.4. Suggestion

1. Add or consider other variables that affect asset optimization and have not been studied in this study.
2. Further research can expand the research sample so that the results of the questionnaire produced are increasingly used to obtain a comparison of research results.
3. It is hoped that the leadership will be able to cultivate and regenerate the right leadership style to be applied by its leaders, especially by improving the leadership style so that the leader can be better and firmer in giving sanctions for employee negligence or rewards for employee performance regardless of and discriminating

against the position of the employee. Furthermore, it is also necessary to apply leadership styles so that leaders can provide support in the form of motivation and resources needed by employees to carry out their duties properly.

4. Provide motivation - motivation for employees to always produce good performance through delegation of tasks that are in accordance with the abilities and capabilities of employees so that employees feel comfortable and confident in their ability to complete work.

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