



# The Influence of Education, Length of Service and Workload on Employee Performance at the Serang District Health Office

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## ABSTRACT

This study investigated how education level, length of service, and workload affect employee performance at the Serang Regency Health Office. Employing a quantitative descriptive-causal approach, the research used a census method involving all 92 civil servants to ensure full population representation. Data collection relied mainly on structured questionnaires with a five-point Likert scale, supported by interviews, direct observations, and document review. The data were analyzed using descriptive statistics and multiple linear regression with SPSS software, following validity, reliability, and classical assumption testing to ensure the suitability of the regression model. The results demonstrate that education level and length of service have positive and statistically significant effects on employee performance, indicating that higher educational attainment and longer work experience contribute to better performance outcomes. In contrast, workload shows a significant negative effect, suggesting that excessive or poorly managed workloads hinder effectiveness and productivity. Simultaneously, all three variables significantly influence performance, with the model explaining 62.7% of performance variance. Education emerged as the most influential positive factor, while workload was the strongest negative determinant, emphasizing the importance of integrated human resource policies that balance capability development and workload management.

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## INTRODUCTION

Health is a fundamental public need that encompasses promotive, preventive, curative, and rehabilitative efforts. Meeting this need requires the availability of accessible health facilities, competent medical personnel, and professional, timely services that comply with established standards. Along with increasing health literacy and access to information, the public has become more critical in evaluating the quality of health services provided by government facilities, including public health centers and hospitals. This condition demands that government institutions in the health sector continuously improve organizational performance in a sustainable manner (Bangun & Wilson, 2012).

The Serang Regency Health Office plays a strategic role as a regional government institution responsible for administering public health affairs. Based on Regent Regulation of Serang No. 96 of 2022, the Health Office is mandated to implement regional government functions in the health sector under the principles of regional autonomy and delegated authority. Its organizational structure consists of the Head of the Health Office, Secretariat, Health Service Division, Public Health Division, Disease Prevention and Control Division, and the Division of Health Facilities, Human Resources, and Pharmaceuticals.

As a public service institution, employee performance is a key determinant of the success of health development programs. Organizational performance achievement is measured through Key Performance Indicators (KPI) and Minimum Service Standards (MSS) in the health sector. These performance outcomes are documented annually in the Government Agency Performance Accountability Report (LKIP). Based on data from the Serang Regency Health Office's 2024 Financial Statement (LKIP), performance achievements show varying results between targets and actual results. From a stakeholder perspective, indicators for access and quality of health services have not yet reached their targets, with realization at 44.53% of the target of 58.67%. From an internal process perspective, most programs have achieved close to their targets, although some remain behind, such as the Health Services Program, Health Facility Quality and Accreditation, Referral Services, Traditional Health, and Occupational Health. Conversely, several indicators have exceeded their targets, particularly Primary and Traditional Health Services and Surveillance, Immunization, and Health Crisis. The Public Health, Family Health and Nutrition, and Health Promotion programs have remained relatively consistent with their targets. However, the Health Resources and Environmental Health programs still show a negative difference from their targets. Overall, the organization's performance reflects considerable progress, but still requires strengthening in aspects of service access, facility quality, and health resource optimization. The LKIP data indicates that improvements in access and quality of public health services have not yet reached optimal levels. Several strategic indicators fail to meet their targets, suggest challenges in the effectiveness and efficiency of program implementation, particularly at the operational level (Sarumaha, 2022).

Human resources (HR) represent a critical factor in determining organizational performance (Ayu et al., 2018). Employees of the Serang Regency Health Office have diverse educational backgrounds, consisting of senior high school graduates (5.4%), diploma holders (7.6%), bachelor's degree holders (66.3%), and master's degree holders (20.7%). In terms of tenure, employees with more than ten years of service dominate (70.7%), while the remainder have less than ten years of experience. Education, as an investment in human capital, plays an essential role in enhancing employees' knowledge, skills, and competencies (Yuniarsih & Suwatno, 2016). From a theoretical perspective, education is positioned as the main determinant of performance in the health bureaucracy because it represents a structured and formal mechanism for developing competencies that are directly aligned with regulatory compliance, service standards, and administrative accountability. Unlike the broader concept of human capital, which encompasses experience, skills, and informal learning, education in the public health sector is closely linked to professional certification, policy implementation capacity, and the ability to interpret and execute technical guidelines. In bureaucratic health organizations, performance is not only measured by output quantity but also by adherence to Minimum Service Standards (MSS) and governance procedures. Therefore, education provides a stronger explanatory foundation for performance outcomes, as it equips employees with standardized knowledge, analytical skills, and decision-making capacity required to deliver effective and accountable public health services.

In addition to education and tenure, workload is another important determinant of employee performance. Robbins & Judge (2019) define workload as the volume of tasks that must be completed within a specified period, involving both physical and mental demands. An excessive or disproportionate workload can lead to fatigue, stress, decreased motivation, and

reduced performance. At the Serang Regency Health Office, indications of increasing workload were observed through extended working hours, accumulation of unfinished tasks, and employee fatigue complaints in several units (Sudaryo et al., 2019).

Previous studies have shown that education, tenure, and workload are associated with employee performance; however, the findings remain inconsistent (Wilson, 2018). reported that education and work experience have a positive and significant effect on employee performance, while found that performance is influenced by tenure and workload but not significantly by education when partially analyzed. These inconsistencies highlight a research gap, particularly within the context of local government institutions in the health sector (Tati et al., 2024); (Supriadi et al., 2022). Previous empirical studies examining the relationship between education, tenure, workload, and employee performance have produced inconsistent findings. Some studies report that education and work experience significantly improve performance, while others find that tenure and workload are more influential, with education showing no significant partial effect. These inconsistencies indicate a critical research gap, particularly regarding how formal education functions as a performance determinant within local government health institutions, where bureaucratic structures, standardized service obligations, and public accountability differ from private-sector settings. This study contributes to closing this gap by empirically testing the simultaneous effects of education, tenure, and workload on employee performance within a regional health bureaucracy. By situating the analysis in the Serang Regency Health Office and linking individual characteristics to institutional performance indicators, this study provides context-specific evidence that clarifies the mixed results of prior studies in the health services sector.

Based on empirical conditions, suboptimal performance achievements, and inconsistencies in previous research findings, this study aims to analyze the effects of education, tenure, and workload on employee performance at the Serang Regency Health Office. The results are expected to contribute empirical evidence and provide a basis for human resource management policies to enhance sustainable health service performance (Haryadi et al., 2021).

## RESEARCH METHOD

This research utilised a quantitative methodology with a descriptive-causal research design to investigate the impact of education level, length of service, and workload on employee performance. Information was gathered through a cross-sectional survey using structured questionnaires rated on a five-point Likert scale. The study was carried out at the Serang Regency Health Office between April and September 2025. The target population included all civil servant staff at the establishment, comprising 92 participants, and a census method was employed to ensure representation of the entire population in the research sample (Sugiyono, 2021).

Primary data was acquired through questionnaires, along with interviews and direct observations, while secondary data was collected from institutional records, reports, and relevant literature. The variables were defined operationally based on established theoretical frameworks, with indicators encompassing educational relevance, work experience, workload requirements, and aspects of employee performance. The data analysis was performed using SPSS version 31, starting with descriptive statistics to outline respondent characteristics and variable distributions. Although level of education and length of service are objectively measurable variables, this study employed a Likert scale to capture respondents' perceptions of the relevance and utilization of their educational background and work experience in performing their job duties. In the context of public sector health organizations, formal education and tenure do not automatically translate into performance unless they are effectively aligned with task complexity, administrative responsibilities, and service standards. Therefore, education and length of service were operationalized as perceived functional adequacy rather than merely nominal categories. This

approach strengthens construct validity by ensuring that the measurement reflects the theoretical constructs under investigation – namely, how education and experience are actually applied in the workplace – rather than their administrative records alone. To mitigate potential validity concerns, the measurement indicators were developed based on established literature and were subjected to validity and reliability testing prior to hypothesis analysis.

Before testing hypotheses, the research instruments underwent validity and reliability assessments using the Pearson Product Moment correlation and Cronbach's Alpha techniques. Furthermore, classical assumption tests including normality, multicollinearity, and heteroscedasticity were carried out to ensure the adequacy of the regression model. The hypotheses were then examined through multiple linear regression analysis, with additional partial tests (t-tests), simultaneous tests (F-tests), and the coefficient of determination ( $R^2$ ) being used to assess the degree to which the independent variables accounted for variations in employee performance (Sugiyono, 2019).

## RESULTS AND DISCUSSIONS

### Results

#### Respondent Characteristics

This study involved 92 employees of the Serang Regency Health Office as respondents. Respondent characteristics were analyzed based on gender, age, highest level of education, and length of service to provide a general overview of the human resource profile of the study subjects.

Based on gender, the majority of respondents were female, amounting to 69 people (75.0%), while male respondents numbered 23 people (25.0%). This composition indicates that the health service sector at the Serang District Health Office is dominated by female employees, who generally play an active role in administrative and technical health services. In terms of age, the majority of respondents were in the 41–50 age group, namely 43 people (46.7%), followed by the age group >51 years as many as 22 people (23.9%), ages 31–40 years as many as 18 people (19.6%), and ages 21–30 years as many as 9 people (9.8%). This distribution indicates that the majority of employees are of mature and productive working age, with relatively long work experience.

Based on their last educational level, respondents were dominated by employees with a Bachelor's degree (S1) of 61 people (66.3%), followed by Master's degrees (S2) of 19 people (20.7%), Diploma (D3) of 7 people (7.6%), and High School of 5 people (5.4%). The high proportion of employees with tertiary education indicates that the Serang District Health Office has adequate human resource capital in terms of academic qualifications. Based on length of service, most respondents have worked for more than 10 years, namely 65 people (70.7%), while employees with a service period of <5 years numbered 15 people (16.3%), and a service period of 5–10 years numbered 12 people (13.0%). This condition indicates that the organization is dominated by experienced employees, who have a deep understanding of work systems and internal policies. Overall, the characteristics of respondents show that the research objects are dominated by highly educated employees, of productive age, and have long service periods, so they are considered representative to describe the condition of human resources in the Serang District Health Office.

Table 1. Respondent Characteristics

Parameter	Category	Frequency	Percentage (%)
Gender	Male	23	25.0
	Female	69	75.0
Age (years)	21–30	9	9.8
	31–40	18	19.6
	41–50	43	46.7
	>51	22	23.9
Education Level	Senior High School	5	5.4
	Diploma (D3)	7	7.6
	Bachelor (S1)	61	66.3

Parameter	Category	Frequency	Percentage (%)
Length of Service	Master (S2)	19	20.7
	<5 years	15	16.3
	5-10 years	12	13.0
	>10 years	65	70.7
Total		92	100.0

Source: Processed SPSS Data, 2025

### Validity and Reliability Results

Validity and reliability assessments were carried out to confirm that the research tools effectively and correctly assessed the aspects of education, tenure, workload, and staff productivity. The validity assessment employed the Pearson Product-Moment correlation at a 5% confidence level. Out of 92 participants, the r-table score was determined to be 0.205. An item was deemed valid if the calculated correlation coefficient (r-count) surpassed the r-table score.

Table 2. Validity Test Results

Variable	Number of Items	Range of r-count	r-table	Result
Education (X <sub>1</sub> )	6	0.568 - 0.827	0.205	Valid
Length of Service (X <sub>2</sub> )	6	0.436 - 0.716	0.205	Valid
Workload (X <sub>3</sub> )	6	0.495 - 0.825	0.205	Valid
Employee Performance (Y)	12	0.499 - 0.653	0.205	Valid

Source: SPSS Output, 2025

The results from testing the validity show that all items in the questionnaire related to the four variables received r-count values higher than 0.205, and the correlation coefficients were above the minimum threshold required. These results confirm that all the items used for measurement are valid and appropriate for additional statistical analysis.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Result
Education (X <sub>1</sub> )	0.774	> 0.60	Reliable
Length of Service (X <sub>2</sub> )	0.710	> 0.60	Reliable
Workload (X <sub>3</sub> )	0.681	> 0.60	Reliable
Employee Performance (Y)	0.811	> 0.60	Reliable

Source: SPSS Output, 2025

Following the outcomes of the validity and reliability assessments, it can be inferred that all research tools utilised in this research are deemed valid and dependable. Therefore, these instruments are appropriate for examining the relationships between education, length of service, workload, and employee performance within the proposed research framework.

### Regression Analysis

Table 4. Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	38,201	4,940	-	7,734	0.000
Education (X <sub>1</sub> )	0.763	0.111	0.456	6,866	0.000
Length of Service (X <sub>2</sub> )	0.534	0.142	0.247	3,757	0.000
Workload (X <sub>3</sub> )	-0.781	0.099	-0.514	-7,875	0.000

Source: SPSS Output, 2025

The findings from the analysis of multiple linear regression show that education, tenure, and workload all play a significant role in determining employee performance. When education, tenure, and workload are held steady, the baseline performance level is 38.201. The regression coefficient for education is 0.763, meaning that for every one unit increase in education level, there is a corresponding 0.763 unit increase in employee performance, as long as the other variables remain unchanged. This result supports the idea that higher levels of education have a positive impact on enhancing employee performance.

Length of service also showed a positive and significant influence on employee performance with a coefficient of 0.534. This indicates that longer work experience can increase employee effectiveness and productivity in carrying out their duties. Conversely, workload had a negative regression coefficient of -0.781, indicating that increasing workload actually decreases employee performance. Excessive workload has the potential to cause fatigue and work stress, thus negatively impacting performance achievement. Based on the standardized beta coefficient value, workload is the variable that has the most dominant influence on employee performance ( $\beta = -0.514$ ), followed by education ( $\beta = 0.456$ ) and length of service ( $\beta = 0.247$ ). These findings indicate that proportional workload management is a key factor in maintaining and improving employee performance.

The substantive meaning of the regression coefficients should be interpreted in relation to the Likert-scale measurement of the variables. A one-unit increase on the education scale does not represent an additional formal degree, but rather an improvement in respondents' perceived adequacy and relevance of their educational background in supporting job performance. Thus, the coefficient  $B = 0.763$  indicates that when employees perceive their education as more aligned with job demands—such as better understanding of procedures, regulations, and technical tasks—their performance score increases by 0.763 units on the performance scale, holding other variables constant. Similarly, the coefficient  $B = 0.534$  for length of service reflects a one-unit increase in perceived usefulness of work experience, such as greater familiarity with workflows, decision-making confidence, and problem-solving ability. This increase corresponds to a 0.534-unit improvement in performance. Therefore, a “one-unit” change on the Likert scale represents a meaningful behavioral shift, including improved task execution, efficiency, and compliance with service standards, rather than a purely numerical or administrative change in education level or tenure.

### Coefficient of Determination and Hypothesis Testing

Table 5. Coefficient of Determination Result

Model	R	R Square	Adjusted R Square	Std. Error
1	0.800	0.640	0.627	2,252

Source: SPSS Output, 2025

The results of the analysis show an Adjusted R Square value of 0.627, indicating that 62.7% of the variation in employee performance can be explained by education, length of service, and workload. Meanwhile, the remaining 37.3% of the variation in employee performance is influenced by factors not included in this research model, such as work motivation, leadership style, work environment, and reward systems. This finding suggests that the regression model has strong explanatory power in accounting for employee performance outcomes.

Table 6. Hypothesis Testing Results

Test	Variable	t / F Value	Sig.	Result
t-test	Education ( $X_1$ )	6,866	0.000	Significant
t-test	Length of Service ( $X_2$ )	3,757	0.000	Significant
t-test	Workload ( $X_3$ )	-7,875	0.000	Significant
F-test	$X_1, X_2, X_3 \rightarrow Y$	52,048	0.000	Significant

Source: SPSS Output, 2025

The results of the t-test show that increased levels of education and longer durations of employment positively impact employee performance, whereas workload has a negative influence on performance, with statistical significance ( $p < 0.05$ ). Additionally, the results of the F-test indicate that education, length of service, and workload collectively have a significant impact on employee performance. As a result, all research hypotheses are validated and endorsed, both individually and together.

In addition to statistical significance indicated by p-values, this study demonstrates practical significance through effect size measures, particularly the coefficient of determination ( $R^2$  and Adjusted  $R^2$ ). The Adjusted  $R^2$  value of 0.627 indicates that 62.7% of the variance in employee performance is explained by education, length of service, and workload, reflecting strong explanatory power and substantial practical relevance of the model. This magnitude suggests that the independent variables contribute meaningfully to performance outcomes in the organizational context, rather than representing trivial effects. Furthermore, the standardized beta coefficients provide insight into the relative strength of each predictor, showing that workload has the largest practical impact ( $\beta = -0.514$ ), followed by education ( $\beta = 0.456$ ) and length of service ( $\beta = 0.247$ ). Collectively, these effect size indicators confirm that the findings are not only statistically significant but also practically important for understanding and improving employee performance in the health service bureaucracy.

## Discussion

### Effect of Education on Employee Performance

The results of this study indicate that education has a strong and statistically significant effect on employee performance at the Serang Regency Health Office. This is evidenced by a regression coefficient of 0.763, a t-value of 6.866, and a significance level of 0.000, which is well below the 0.05 threshold. These findings suggest that improvements in employees' educational levels directly contribute to better performance outcomes, assuming other variables remain constant. Education plays a crucial role in enhancing employees' technical, administrative, and analytical capabilities, which are essential in supporting effective public service delivery.

This result aligns with the research carried out by (Huda et al., 2023) at the Inspectorate of North Sumatra Province, which discovered that education positively and significantly influenced how well employees perform (Yulianti, 2023). Similarly, reported that education significantly influenced employee performance at Perumda Air Minum Tirta Mayang, Jambi City, as indicated by a t-value greater than the t-table and a significance value below 0.05. These results confirm that employees with educational backgrounds aligned with job requirements tend to perform more effectively and contribute more optimally to organizational goals.

### Effect of Length of Service on Employee Performance

The findings from the hypothesis testing show that the duration of employment has a beneficial and significant impact on the productivity of employees. This is evidenced by a regression coefficient of 0.534, a t-value of 3.757, and a significance level of 0.000, which is less than 0.05. The t-value surpasses the critical t-table value of 1.987, suggesting that the second hypothesis is upheld. Therefore, it can be inferred that a longer period of service leads to improved employee performance at the Serang Regency Health Office due to the accumulation of experience, mastery of tasks, and familiarity with the organization.

This result who reported that longer working periods positively and significantly affected employee performance at PT Saka Agung Abadi Branch Singaraja (Solehan, 2022). Employees with longer tenure generally possess deeper job knowledge, higher skill proficiency, and stronger problem-solving abilities, which enable them to perform tasks more efficiently and effectively. Thus, length of service is an important determinant of sustainable employee performance (Urika, 2022).

### Effect of Workload on Employee Performance

The findings indicate that workload has a negative and statistically significant effect on employee performance, as reflected by a regression coefficient of  $-0.781$ , a t-value of  $-7.875$ , and a significance level of 0.000, which is below the 0.05 threshold. This result suggests that excessive workload tends to reduce employee performance, whereas a manageable workload supports better

performance outcomes. An overly heavy workload can lead to physical and mental fatigue, increased stress, and decreased concentration, which ultimately diminish productivity and work efficiency.

These findings align with the study by Marhumi et al. (2022), which reported that excessive workload and high task complexity generate prolonged stress and negatively affect employee focus and performance. Similar conclusions were drawn by Santoso & Widodo (2022), who found that poorly managed workloads significantly reduced work efficiency and increased mental strain. Therefore, effective workload management is essential to maintaining optimal employee performance.

### **Simultaneous Effect of Education, Length of Service, and Workload on Employee Performance**

The findings from the concurrent regression analysis demonstrate that the variables of education, length of service, and workload collectively have a substantial impact on the performance of employees. This is supported by the notable F-value of 52.048 and a significance level of 0.000, falling below the threshold of 0.05. The coefficient of determination ( $R^2$ ) of 0.640 indicates that 64.0% of the variance in employee performance can be accounted for by these aforementioned factors. While education and length of service are positively correlated with performance, workload is linked to a negative influence. Nonetheless, when taken into account simultaneously, all three variables significantly contribute to shaping employee performance.

These results are supported by the study of Alsadilla et al. (2022) conducted at PT Z in Malang City, which found that education, length of service, and workload simultaneously influenced employee performance. In addition, Fatima et al. (2024) reported that workload, work ability, and education had a significant simultaneous effect on employee performance at the Ministry of Manpower of the Republic of Indonesia. Overall, this study confirms that employee performance is shaped by the interaction between individual capacity, work experience, and workload management, highlighting the importance of integrated human resource strategies in public sector organizations.

## **CONCLUSION**

This study concludes that education and length of service have a positive and significant effect on employee performance at the Serang Regency Health Office, while workload has a negative and significant effect. Simultaneously, education, length of service, and workload jointly influence employee performance, with education emerging as the most dominant factor. These findings indicate that higher educational attainment and longer work experience enhance employees' ability to perform effectively, whereas excessive workload can hinder performance outcomes.

Based on the empirical findings, the most operational human resource policy recommendations for health services emphasize an integrated approach to education, workload management, and placement arrangements. First, continuous education and competency-based training programs should be prioritized to ensure that employees' formal education is aligned with evolving service standards, regulatory requirements, and technical demands in the health sector. Second, workload management must be implemented systematically through task redistribution, realistic target setting, and periodic workload evaluations to prevent excessive work pressure that may reduce performance. Third, placement and task allocation should consider length of service, as employees with longer tenure possess institutional knowledge and procedural familiarity that can enhance effectiveness when assigned to appropriate roles. These policies collectively support sustainable performance improvement by strengthening competencies, optimizing work distribution, and leveraging experience within the health bureaucracy.

The primary limitation of this study lies in its reliance on a census conducted within a single public institution, which restricts the generalizability of the findings to other health offices or organizational contexts with different structural and managerial characteristics. Although the

census approach ensures internal representativeness, the results may be influenced by institution-specific policies, organizational culture, and local administrative practices. To strengthen external validity, future research should adopt more robust designs, such as multi-OPD or multi-institutional studies that allow cross-organizational comparisons. In addition, longitudinal or time-lag designs would be valuable for capturing causal dynamics and changes in employee performance over time. Incorporating mediating variables such as job stress, job satisfaction, or work motivation would also enhance theoretical depth by explaining the mechanisms through which education, tenure, and workload influence performance outcomes.

The results imply that improving employee performance requires integrated human resource management strategies. Government institutions should prioritize continuous education and competency development, consider work experience in task allocation, and ensure proportional workload distribution. Although this study is limited to a single public institution, it provides a useful empirical basis for future research to include additional variables such as leadership style, intrinsic motivation, or job satisfaction and to conduct comparative studies across institutions or sectors to enrich the understanding of performance determinants.

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