



The influence of competence, motivation and level of education on the performance of archive management in the library and archives office of Sungai Penuh City

Askar Yaya¹, Moh Erfan Sirad², Alpadli³, Adlizar⁴

^{1,2,3,4} Manajemen, Sekolah Tinggi Ilmu Ekonomi KBP, Padang, Indonesia

ARTICLE INFO

Article history:

Received April 01, 2023

Revised April 18, 2023

Accepted April 25, 2023

Keywords:

Competence
Education Level
Motivation
Performance

ABSTRACT

This study aims to determine the influence of competence, motivation and level of education on the performance of archive management in the Library Office and the Sungai Penuh City Archives. The research strategy used in this study was to use associative research strategies. The population in this study was 33 employees of the Sungai Penuh City Library and Archives Office. The sample used was 33 people using the full sampling technique or saturated sample. The data analysis technique is multiple linear regression and Coefficient of Determination. The results showed that: (1) Competence has a positive and significant effect on employee performance. (2) Motivasi has a positive and significant effect on employee performance. (3) Education Level has a positive and significant effect on employee performance. (4) Competence, motivation and level of education together have a positive and significant effect on the performance of employees of the Library Service and the Sungai Penuh City Archives.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Askar Yaya,
Manajemen,
Sekolah Tinggi Ilmu Ekonomi KBP,
Jl. Khatib Sulaiman No. 61 Lolong Belanti, Padang, 25136, Indonesia,
Email: askarpwd@gmail.com

INTRODUCTION

Agencies or organizations cannot be separated from human labor, even though the activities of these agencies already have a large enough capital budget with the support of modern technology, because no matter how advanced technology is without being supported by humans as resources, the goals of the agency or organization will not be achieved, thus human resources are very important to be given direction and management guidance agencies in general and human resource management in particular (Orlikowski & Scott, 2008). In realizing its vision and mission, the organization must be supported by skilled and reliable human resources (Berampu & Sari, 2020; Katz & Miller, 1996). The mental attitude of an employee in the form of direct responsibility to carry out each of his rights and obligations will encourage him to achieve the best performance in interaction with the organization, providing motivation is said to be important because the leader is not the same as the employee because a leader cannot do the work alone. The success of an organization is largely determined by the results of the work performed by subordinates (Mohammed et al., 2014). To carry out the duties

as a leader, he must divide - distribute tasks and work to subordinates in the agency, a leader must also be able to create a conducive atmosphere, give enough attention to subordinates, reward employee work achievements and establish good communication with all employees.

The success of an organization in achieving organizational goals is determined by the performance of employees. The ability of employees to do the work for which they are responsible becomes a benchmark for achieving organizational goals. Employees in achieving organizational goals have responsibilities that must be completed by employees who are given the responsibility to complete them. Organizational goals can be achieved if employees do their job as their responsibility properly and in accordance with applicable regulations in the organization or in government agencies. Basically, human resources have an important role in every aspect of an organization's life, including government organizations. Therefore, it is necessary to understand the characteristics of the employees, who will play a role in the achievement of organizational goals.

According to (Wibowo, 2018), performance is an illustration of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees already has criteria or benchmark success standards set by the organization. Performance is basically what employees do and don't work on. The performance of employees affects how much they contribute to the organization. According to (Purnomo, 2016) the factors that affect performance are as follows: individual actors consist of the abilities possessed by employees, competencies and expertise, educational background, demographics and work motivation as well as work discipline, psychological actors consisting of perception, job satisfaction, behavior, attitude, personality, and learning. This organizational factor consists of a system or form of organization of resources, leadership, work environment, work culture, organizational culture, appreciation, compensation, structure, training and job design.

Human resources as one of the supporting elements for the implementation of archives are elements that greatly affect the maximum or optimal implementation of archives, especially in archive management. The management of this archive is also measured through several instruments regulated through the National Archives Regulation of the Republic of Indonesia Number 6 of 2019 concerning Archival Supervision. The performance assessment covers the entire process of organizing archives which includes archive management. The details of the performance of archive management at the Sungai Penuh City Library and Archives Office are as follows: 2019=25 (Very Less), 2020=28 (Very Less), 2021=34 (Less) and 2022=46 (Less). It can also be concluded that from year to year the performance achievements of archive management at the Sungai Penuh City Library and Archives Service have not been optimal. The value of this performance achievement is obtained from the archive management instrument contained in the National Archives Regulation of the Republic of Indonesia Number 6 of 2019 concerning Archival Supervision.

This assessment of the performance of archival management is called the Archival System Audit. Audit of archival systems is divided into internal and external. The audit of the internal archival system (hereinafter ASKI) is carried out by the Regional Archives Agency (hereinafter LKD) to the Regional Apparatus within the scope of local government. Meanwhile, the audit of the external archival system (hereinafter ASKE) is carried out by LKD to BUMD and village governments. This archival system audit measures how effective aspects of archive creation, archive use, archive maintenance, archive depreciation, human resources, archive facilities and infrastructure are, which is then published an Internal Archival Audit Report as a recommendation for improvement and improvement of archival management in the future.

According to (Wibowo, 2018) said competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence indicates a skill or knowledge characterized by professionalism in a particular field as something of the most important, as the flagship of the field. According to (Hasibuan, 2018)

Motivation is a driving force that results in a member of the organization willing and willing to move the ability to form expertise and skills of manpower and his time to organize various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various goals of the organization that have been predetermined before. Motivation is very necessary for a person to carry out activities in order to achieve an expected goal, and the existence of motivation in a person can arise due to personal self-awareness or external impulses. Motivation is a driver that creates a person's work excitement, so that they are willing to work together, work effectively and integrated with all their efforts to achieve satisfaction. Motivation is the desire within a person that causes that person to perform actions. Motivation arises due to factors from within oneself and factors from outside oneself. (Andrew, F. Sikula, 2019) states that education is a long-term process that uses systematic and organized procedures, in which the managerial workforce learns conceptual and theoretical knowledge for general purposes. Another opinion according to Azyumardi (2017) states that the level of education is an activity of a person in developing his abilities, attitudes, and forms of behavior, both for the present life and at the same time preparation for life. Data on competence and level of education can be seen in the employee table as follows:

Table 1. Employee education level at the sungai penuh city library and archives office Year 2023

No	Number of employees	Final Education					
		SMA	D2	D3	S1	S2	S3
1.	0	-	-	-	-	-	-
2.	9	-	-	-	-	9	-
3.	20	-	-	-	20	-	-
4.	3	-	-	3	-	-	-
5.	1	1	-	-	-	-	-
Sum	33	1	-	3	20	9	-
Percentage	100%	3.03%	0%	9.09%	60.61%	27.27%	0%

Source: Sungai Penuh City Library and Archives Office

Based on the level of education in the employees of the Sungai Penuh City Library and Archives Service, it can be seen how the level of ability of employees. From the data above, the number of employees of the Sungai Penuh City Library and Archives Service is 33 people with the number of 1 employee whose last high school education, 3 employees who had D3 education, 20 employees who had S1 education and 9 employees who had the last S2 education. Hal this shows that even with a relatively large level of education at the S1 level, there are still obstacles due to their varied educational backgrounds. The phenomenon regarding the Effect of Competence, Motivation and Education Level on Archives Management Performance in the Sungai Penuh City Library and Archives Office can be seen in: The phenomenon of the Competency variable that occurs in the Sungai Penuh City Library and Archives Office can be seen that from the level of work experience and competence possessed by employees where there are employees who are not experienced in their agency fields, besides that there are still employees who are not experienced in operating tools that help with work, such as there are still employees who are difficult or lack of understanding in operating computers for work activities in his agency. So that in the form of job services there is a sense of anxiety when serving the community and results in not being in accordance with what is expected by the community.

The phenomenon of work motivation variables is the lack of employee motivation at work due to the absence of *rewards* and *punishments* given to employees. According to Handoko (2016) *Reward* is an appreciation given in the form of material or speech either individually or institutionally for certain achievements. According to Giving Rewards can be in the form of words of praise, smiles, pats on the back, or even in the form of material and something fun for students. Meanwhile,

Punishment is given to someone for making a mistake, resistance or violation. According to Handoko (2016) *Punishment* is an educational effort to improve and direct students in the right direction, not the practice of punishment and torture that promotes creativity, but the punishment that is carried out must be pedagogical, that is, to improve and educate in a better direction. The phenomenon of the variable level of education in the Sungai Penuh City Library and Archives Office that the last education of the most employees was an S1 graduate then an S2 graduate. In this case education greatly affects performance. So that from phenomena seen in the employees of the Sungai Penuh City Library and Archives Service related to this study is interrelated where between competencies, namely the ability or skill work possessed and the level of education not in accordance with the criteria requested to meet expectations. the community or in one of its fields when on duty is not as expected and will make the service difficult to run because it has not been able to deal with it optimally. Based on the explanation and description above, the author is interested in conducting a thesis research entitled "The Influence of Competence, Motivation and Education Level on the Performance of Archives Management at the Library and Archives Office of Sungai Penuh City"

RESEARCH METHOD

Type and Data Source

The types of data in this study are primary data and secondary data. According to (Sugiyono, 2016), primary sources are data sources that directly provide data to data collectors. Secondary data, namely data obtained from literature studies, among others, include official documents, books, research results entitled reports and so on. The types and sources of data used in the study are as follows:

Primary Data

Data that is the main type of data that supports the research. This primary data source was obtained directly from the research responses through respondents' answers to research questionnaires circulated at the Full River City Library and Archives Office.

Secondary Data

Data which is the second type of data that supports research, this data is obtained indirectly from sources of information that are not cultivated by the researcher himself. Secondary data sources are data sources such as employee data, internal supervision assessment results, organizational structures, journals, and readings related to research and these data sources are obtained from the Full River City Library and Archives Office with a period of 2019-2023.

Analysis Method

Multiple Linear Regression Analysis

This research uses quantitative methods, namely analyzing data and things related to numbers or calculation formulas used to analyze the problem under study. Data analysis using multiple linear regression. Multiple linear regression analysis is a tool for forecasting the value of the influence of two or more free variables on bound variables to prove the presence or absence of a causal relationship between two or more free variables with one bound variable. The equation model for multiple regression analysis (Sugiyono, 2016) is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (1)$$

Information:

Y : Performance (Y)

b_1 : Regression efficiency of variable X1.

b_2 : Regression efficiency of variable X2.

b_3 : Regression efficiency of variable X3.

X_1	:Competence
X_2	:Motivation
X_3	: Education Level
a	: Konstata
e	: error

Test the hypothesis

T test (Partial Hypothesis Test)

The t test is a part of the statistical test which is a partial correlation coefficient test used to prove the effect of the independent variable on the dependent variable, where one of the independent variables is fixed / controlled. (Sugiyono, 2016) formulated the statistical t test as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}} \quad (2)$$

Information:

r	: Partial Correlation
n	: Number of Sample Members

In estimating the data, an error tolerance rate of 5% is used. Partial tests or t-statistical tests are used to test the significance of partial regression coefficients. Furthermore, the calculation results are consulted with the value of ,t-abel. With an error rate of α 5% with a confidence level of 95%, with a comparison of the value of ,t-calculate. with ,t-table., as follows:

t-calculate. \geq ,t-table.or ,P-value. <0.05 :

The null hypothesis is rejected and the alternative hypothesis is accepted, meaning that there is a significant influence between the independent variable (Competence, Motivation and Education Level) and the dependent variable (Performance).

t-calculate. $<$,t-table.or ,P-value. >0.05 :

The null hypothesis is accepted and the alternative hypothesis is rejected, meaning that there is no significant influence between the independent variable (Competence, Motivation and Education Level) on the dependent variable (Performance).

F Test (Simultaneous)

According to (Sugiyono, 2016), the F test is used to test independent variables together against the dependent variable. In addition, with this F test, it can also be known whether the liner regression model used is appropriate or not. The formula is:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)} \quad (3)$$

Information:

K	= Number of independent variables.
N	= Number of samples.
R^2	= Coefficient of Determination.
F	= F count which is further consulted with F table.

RESULTS AND DISCUSSIONS

Multiple Linear Regression Analysis Results

After all the tests of classical assumptions are met, then multiple linear regression analysis is carried out. To examine the influence of competence, motivation and level of education on the performance of archive management at the Sungai Penuh City Library and Archives Office. The results of the multiple linear regression equation to see the Effect of Competence, Motivation and Education Level on the Performance of Records Management at the Sungai Penuh City Library and Archives Office are shown by the results of regression calculations such as table 2 below:

Table 2. Multiple linear regression calculation results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.819	8.996		.425	.674
Competence	.710	.207	.388	3.431	.002
Motivation	.799	.180	.448	4.426	.000
Education Level	.804	.264	.341	3.044	.005

a. Dependent Variable: Performance

Source : Data processed with SPSS, 2023

From table 2 above can be described the regression equation as follows:

$$Y = 3.819 + 0.710 X_1 + 0.799 X_2 + 0.804 X_3$$

With an explanation of the above equation is: (a). The value of $a = 3.819$ means that if the variables Competence, Motivation and Education Level are considered 0 (zero) or ignored, then the Performance of Records Management at the Library and Archives Office of Sungai Penuh City is 3.819, (b). The value of $b_1 = + 0.710$ means that the positive sign means that the influence of the Competence is positive. This means that if the competency variable increases by 1 unit of weight while other variables have a fixed value, then employee performance will increase by 0.710, the better the competence, there will be an increase in the Performance of Records Management at the Library Office and the Archives of Sungai Penuh City, (c). The value of $b_2 = + 0.799$ means that the positive sign means that the influence of motivation is positive. A means that if the Motivation variable increases by 1 unit of weight while other variables have a fixed value, then employee performance will increase by 0.799, the better the Motivation, there will be an increase in the Performance of Records Management at the Library Office and an Archives of Full River City, (d). The value of $b_3 = + 0.804$ means that the positive sign means that the influence of the level of education is positive. Art if the variable Education level increases by 1 unit of weight while other variables have a fixed value, then employee performance will increase by 0.799, the better the level of education, there will be an increase in the Performance of Records Management at the Library Office and an Archives of Full River City.

Test Results t (Partially)

Hypothesis testing in this study used t-test analysis. It aims to determine the influence of the independent variable on the dependent variable. The static t test basically shows how far one independent variable has individually influenced the dependent variable. This partial test is performed by comparing the α (alpha) value with the p-value. If the p-value $< \alpha$ (0.05), then H_0 is rejected. Test t by comparing t values calculate $> t$ table. With significance level for two-way test with $\alpha = 5\%$ (0.05). With t the table is : 2.04523 (Calculation in appendix 9). As for t count can be explained in the table below:

Table 3. Test results t Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.819	8.996		.425	.674
Competence	.710	.207	.388	3.431	.002
Motivation	.799	.180	.448	4.426	.000
Education Level	.804	.264	.341	3.044	.005

a. Dependent Variable: Performance

Source : Data processed with SPSS, 2023

In table 3 can be seen the results of the t test, as follows: (a). Competence has a significant effect on employee performance at the Library Office and the Sungai Penuh City Archives, this is evidenced by t count > t table (3.431 > 2.04523) and with significance value = 0.002 < 0.050 then Ho is rejected and Ha is accepted, meaning that there is a significant influence between Competence on employee performance at the Library Office and Archives of Full River City, (b). Motivation has a significant effect on employee performance at the Library Office and the Full River City Archives, this is evidenced by t count > t table (4.426 > 2.04523) and with significance value = 0.000 < 0.050 then Ho is rejected and Ha is accepted, meaning that there is a significant influence between Motivation and Performance employees at the Library Office and the Archives of Sungai Penuh City, (c). The level of education has a significant effect on the performance of employees at the Library Office and the Archives of Sungai Penuh City, this is evidenced by t count > t table (3.044 > 2.04523) and with a significance value = 0.005 < 0.050 then Ho is rejected and Ha is accepted, meaning that there is a significant influence between the level of education and performance employees at the Library Office and the Archives of Sungai Penuh City.

F Test Results (Together)

The F static test basically shows how far the independent variable simultaneously influences the dependent variable. This simultaneous test is carried out by comparing the α value (alpha) with the p-value. If the p-value < α (0.05), then H0 is rejected. So it can be said that there is a simultaneous influence between the independent variable and the dependent variable, and vice versa. If the p-value > α (0.05), then H0 is accepted which means that there is no influence between the independent variable and the dependent variable simultaneously. To test the significant effect of competence, motivation and level of education on the performance of records management at the Sungai Penuh City Library and Archives Office simultaneously using the F test. F test by comparing F values calculate > F tables. With F the table is : 2.93. So that the results of the F test can be seen in the table below:

Table 4. Test summary results F

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2307.325	3	769.108	24.613	.000 ^b
	Residual	906.191	29	31.248		
	Total	3213.515	32			

a. Dependent Variable: Performance

b. Predictors: (Constant), Education Level, Motivation, Competence

Source : Data processed with SPSS, 2023

Based on table 4 of the ANOVA test or F test turned out to be obtained F count 24.613 : where F count > F table (24.613 > 2.93) and with significance value = 0.000 < 0.05 then Ho was rejected and Ha was accepted meaning that there was a simultaneous influence between competence, motivation and level of education on the performance of records management at the library and archives office of Sungai Penuh City.

DISCUSSION

The Effect of Competency on Performance

Hypothesis Testing of Competency on the Performance of Employees of the Library and Archives Office of Sungai Penuh City has a significant effect, this is evidenced by $t_{count} > t_{table}$ ($3.431 > 2.04523$) and with significance value = $0.002 < 0.050$, while for The results of multiple linear regression analysis show that the value of $b_1 = + 0.710$ means that a positive sign means that the influence of Competence is positive, the better the Competence, then there is a tendency to increase the performance of employees of the Sungai Penuh City Library and Archives Office. The result of the descriptive respondent's answer to the competency variable was 91.15% with a very good category. This means that the competence of employees at the Sungai Penuh City Library and Archives Office has been on the very good criteria. Where the indicators of employee competence consist of: Motives, Traits, Self-concept, Knowledge and Skills. So that with competency criteria that are at a score of 91.15% through these results, the competence of employees can be maintained.

The results of this study are in line with research conducted by Andi Veny Angreany (2017) Based on the results of the analysis that the results of the partial test of competency variables (X2) found that competence had a positive and significant effect on employee performance at the Energy and Mineral Resources Office of Donggala Regency. That is, any increase in employee competence can improve the performance of these employees, and vice versa. The ability of employees of the Energy and Mineral Resources Office of Donggala Regency in completing the current work as a whole is good with the skills of employees in prioritizing mutual interests and cooperation, so that the tasks given to date can be completed. However, individually, there are still many employees who cannot be left to work alone without supervision and assistance from other colleagues because of the low ability to master technology and their ability to adapt to new tasks, slowing down the process of completing work. This result is also in line with that conducted by Rokhilah (2014) Based on the results of the analysis that has been carried out, the first hypothesis (H1) "there is a positive and significant influence of competence on the performance of family planning extension workers in Pemalang Regency". The results of this study found that competency variables can influence the performance of Family Planning extension workers in Pemalang Regency. Thus, competence is able to increase the achievement or participation of family planning in Pemalang Regency.

The same results are also shown in the research of A.Rahadi Iqzal (2019). The results of partial research data analysis that has been carried out between competency variables and work environment show that it has a significant effect on employee performance at PT. Datascrip Makassa Branch Employee competence is the dominant variable affecting the performance of PT. Datascrip Makassar Branch. This hypothesis is proven, because the value of the regression coefficient of the competency variable is the highest of the other variables. So it can be concluded that the competency variable has the most dominant influence on employee performance when compared to the variables of work motivation and work environment. The results of this study are in line with the theory according to Rivai and Sagala (2010), which defines competence as the ability of a person who can be observed which includes knowledge, skills and attitudes in completing a job or task in accordance with established performance standards.

The Effect of Motivation on Performance

Hypothesis Testing of Motivation has a significant effect on employee performance at the Sungai Penuh City Library and Archives Office, this is evidenced by $t_{count} > t_{table}$ ($4.426 > 2.04523$) and with significance value = $0.000 < 0.050$ then H_0 is rejected and H_a is accepted, meaning that there is a significant influence between Motivation on employee performance at the Sungai Penuh City Library and Archives Office. As for the results of multiple linear regression analysis show that the value of $b_2 = + 0.799$ means that a positive sign means that the influence of motivation is positive. This means that if the Motivation variable increases by 1 unit of weight while other variables have a fixed value, then employee performance will increase by 0.799, the better the Motivation, there will

be an increase in Records Management Performance at the Sungai Penuh City Library and Archives Office. The result of the descriptive respondent's answer on the variable Motivation variable with the result is "good". But of course it is expected that employees can produce motivation on the criteria of "very good" so that employees at the Sungai Penuh City Library and Archives Office need to increase motivation in carrying out the work and tasks that have been given. The motivation of employees in meeting their needs (achievement, power, and affiliation) encourages them to always try to carry out orders and complete their tasks well so as to produce good performance so that during their service period they have achievements that can be capital to improve career, income, and social status in the community, the stronger the impulse, the more the employee's performance will increase.

The results of this study are in line with research conducted by Andi Veny Angreany (2017) that the results of the partial test of motivation variables (X2) found that motivation had a positive and significant effect on employee performance at the Energy and Mineral Resources Office of Donggala Regency. That is, any increase in motivation can improve employee performance, and vice versa. However, there is still a lack of encouragement in employees to affiliate, while this dimension is one of the things that is important enough for employees to be more considered and certainly facilitate their career advancement because, in a government, good relationships with colleagues or superiors can help meet employee expectations in their career advancement. If this can be improved again by employees, it will be able to improve their performance because employees will realize that every effort they do is not-. This result is also in line with that done by Rokhilah (2014).

Based on the results of the analysis that has been carried out, the second hypothesis (H2) "there is a positive and significant influence of motivation on the performance of family planning extension workers in Pematang Regency". Motivation has a positive and significant influence on the performance of family planning extension workers in Pematang Regency. Thus, to improve the performance of family planning extension workers in the achievement or participation of family planning needs to be motivated effectively. The same results were also shown in Indra Jaya's research (2012) with the results of research on West Tanjung Jabung Regency categorized as very high. Employee motivation has a positive effect on the performance of employees of the West Tanjung Jabung District Education Office. This means that the high work motivation possessed by employees has contributed positively to the high performance of employees of the West Tanjung Jabung District Education Office.

The Effect of Education Level on Performance

Hypothesis testing of the Education Level has a significant effect on employee performance at the Sungai Penuh City Library and Archives Office, this is evidenced by $t_{count} > t_{table}$ ($3.044 > 2.04523$) and with significance value = $0.005 < 0.050$ then H_0 is rejected and H_a is accepted, meaning that there is a significant influence between the Education Level on employee performance at the Sungai Penuh City Library and Archives Office. As for the results of multiple linear regression analysis show that the value of $b_3 = + 0.804$ means that a positive sign means that the influence of the level of education is positive. This means that if the education level variable has increased by 1 unit of weight while other variables have a fixed value, then employee performance will increase by 0.799, the better the education level, there will be an increase in the performance of records management at the Sungai Penuh City Library and Archives Office. The result of the descriptive answer of respondents on the Education Level variable with the result is "good". But of course it is expected that employees can produce the Education Level on the criteria of "very good" so that employees at the Sungai Penuh City Library and Archives Office need to improve the Education Level by continuing to improve education both in formal and non-formal terms.

The results of this study are in line with research conducted by Netti Natarida Marpaung (2021) Based on the results of the study, it was found that the results of the education level had a positive and significant influence on employee performance and the influence was in the medium

category. Research results that the level of education is to improve abilities, increase knowledge, skills, abilities and be able to work efficiently. This result is also in line with what was done by K.A. Wiryawan and Rahmawati (2020) Based on the research conducted, it was found that the variable level of education (X1) affects employee performance (Y) at PT. Bali Regional Development Bank Seririt Branch Furthermore, the results of the relationship between the level of education positively on employee performance at PT. Bali Regional Development Bank Seririt Branch. With a coefficient of 0.767, the decision to reject H_0 positively affects employee performance. The magnitude of the influence of education level on employee performance is 76.7% while the contribution of the influence of education level on employee performance is 58.8%.

This is in line with the theory presented by Hariandja (2012) states that the level of education of an employee can increase the competitiveness of the company and improve company performance. This is also supported by the results of research conducted by Mamahit (2013) which states that the level of education has a positive and significant effect on employees. By taking a certain level of education, it causes an employee to have certain knowledge so that he is able and capable to carry out his duties well. Thus, education will affect employee performance. The results of this study are evidenced by the low level of profit achievement, when viewed in terms of education level. The number of high school education levels is more than higher education levels such as D3, S1, S2 and S3 is still very small so that employees with the level of education in accordance with the skills possessed are needed. Therefore it is very important for organizations to pay attention to the level of education to maximize performance in achieving company goals. The results of this study have the implication that if the organization does not pay attention to the level of education, it greatly affects the effectiveness of work so that it does not benefit the company. Therefore, companies need to place employees appropriately according to their educational background and skills. Correct placement will have an impact on improving company performance.

The Effect of Competence, Motivation and Education Level on Performance

Hypothesis Testing of Competence, Motivation and Education Level Affects the Performance of Records Management at the Sungai Penuh City Library and Archives Office with positive and significant results, this is evidenced by $F_{count} > F_{table}$ ($24.613 > 2.93$) and with significance value = $0.000 < 0.05$. The magnitude of the influence of competence, motivation and level of education on the performance of records management at the Sungai Penuh City Library and Archives Office was 71.8% while the remaining 28.2% was explained by other causal factors that were not studied in this study.

CONCLUSION

Based on the research, it can be concluded that: 1). competence can affect the performance of employees at the Sungai Full City Library and Archives Office. Thus, competence is able to improve the achievement or performance of the Sungai Full City Library and Archives Office. 2). Motivation can affect the performance of employees at the Sungai Full City Library and Archives Office. Thus, it is necessary to motivate employees of the Sungai Full City Library and Archives Office effectively who can improve the achievements or performance of the Sungai Full City Library and Archives Office. 3). The level of education can affect the performance of employees at the Sungai Full City Library and Archives Office. Thus, it is necessary to improve the education level of employees of the Sungai Full City Library and Archives Office, employees who work with a good level of education will contribute more and be effective in improving the performance of the Sungai Full City Library and Archives Office. 4). Competence, Motivation and Level of Education affect the Performance of Records Management at the Sungai Full City Library and Archives Office simultaneously or together. From the results of the research, the author would like to provide some suggestions that need to be done to improve and maintain employee performance at the Sungai Full City Library and Archives Office, namely as follows: 1). Improve competence in efforts to improve records

management performance by encouraging employees of the Sungai Full City Library and Archives Office to attend formal and informal education, actively participate in training and technical guidance, carry out on the job training (internship), and attend seminars both offline and online. 2). Increase motivation by: a). Meeting employee needs both physiological needs (physiological needs), security needs (safety needs), affection needs (love needs); esteem needs; self-actualization. b). Implement a measurable, accountable, transparent and fair reward and punishment system. c). Build leadership patterns as role models and embrace subordinates so that subordinates also feel the presence of a leader. 3). Improve the level of education by encouraging and facilitating employees to obtain study assignments or study permits. 4). To improve the performance of records management at the Library and Archives Office, it is necessary to appoint several employees specifically, institutionalized in the form of a Decree which is then encouraged to develop their competence through education and technical training in records management and then apply reward and punishment methods.

References

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia, Teori, Konsep dan Indikator*. Zanafa Publishing.
- Andrew, F. Sikula, L. (2019). *Manajemen Sumber Daya Manusia Dalam Bisnis Modern*. Mandarmaju.
- Aprianto & Jacob. (2013). *Sumber Daya Manusia dan Produktivitas Kerja*. Mandarmaju.
- Arikunto, S. (2021). *Metode Penelitian Kuantitatif Dan Kualitatif Dan R&D*. In Bandung. Penerbit: CV Alfa Beta. CV. Alfa Beta.
- Azyumardi, A. (2017). *Manajemen Sumber Daya Manusia Teori dan Praktek*. Andi Offset.
- Bartos, L. . (2011). *Competence at Work "Models for*. John Wiley & Sons. Inc.
- Berampu, L. T., & Sari, W. D. (2020). Human resources transformation in the digitalization professional era in north sumatera. *Esensi: Jurnal Bisnis Dan Manajemen*, 10(2), 135-146.
- Hasibuan, M. (2018). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Katz, J. H., & Miller, F. A. (1996). Coaching leaders through culture change. *Consulting Psychology Journal: Practice and Research*, 48(2), 104.
- Mangkunegara, A. A. A. P. (2003). *Manajemen Sumber Daya Manusia Perusahaan*. In *Remaja Rosdakarya*.
- Mangkunegara, A. A. A. P. (2016). *Manajemen personalia dan Sumber Daya Manusia*. BPFE.
- Mohammed, U. D., Yusuf, M. O., Sanni, I. M., Ifeyinwa, T. N., Bature, N. U., & Kazeem, A. O. (2014). The relationship between leadership styles and employees' performance in organizations (a study of selected business organizations in Federal Capital Territory, Abuja Nigeria). *Leadership*, 6(22), 1-11.
- Nardo, R. (2022a). *Human Capital Management*. Media Sains Indonesia.
- Nardo, R. (2022b). *Perilaku Inovatif SDM dalam Organisasi*. Media Sains Indonesia.
- Orlikowski, W. J., & Scott, S. V. (2008). 10 sociomateriality: challenging the separation of technology, work and organization. *Academy of Management Annals*, 2(1), 433-474.
- Purnomo, W. (2016). *Manajemen Tenaga Kerja Indonesia, Pendekatan*. Bumi Aksara.
- Rivai, V. (2014). *Kepemimpinan dan Perilaku*. Prenhalindo.
- Sedarmayanti. (2013). *Pengembangan Sumber Daya Manusia*. Remaja Rosda Karya.
- Sekaran, U. (2016). *Research Methodes for Business.pdf*. Remaja Rosda Karya.
- Stephen P. Robbins. (2014). *Organizational Behavior*. Salemba Empat.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif Kualitatif Dan R&D.pdf*. Alfabeta.
- Wibowo. (2018). *Manajemen Kinerja*. Raja Grafindo Persada.