



**CORRELATION OF LEVEL OF EDUCATION AND
WORKING EXPERIENCE ON THE PERFORMANCE OF
CIVIL SERVANTS ON CIVIL SERVICE PERSONNEL AGENCY,
EDUCATION AND TRAINING BANJARBARU, INDONESIA**

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Abstract:

The purpose of this study was to determine the correlation factor between the level of education and work experience factors with the performance of the Civil Service Personnel Agency, Education and Training, Banjarbaru, Indonesia. The method used was a survey method with a quantitative approach, on a sample of 30 people. Data processing techniques used were tested for validity and reliability by using Spearman Rank Correlation statistics and Multiple Correlation Analysis. The data processing was made with the use of computer applications: Statistical Package for the Social Sciences (SPSS) 15 for Windows. These results indicate that (1) Factors education level proved to have a significant correlation with the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru, where the correlation coefficient (ρ) generated 0,564 have a moderate correlation. So based on the probability produced 0,001 less than the probability of the benchmark/significance was set 0.05 and ρ arithmetic (0.564) is greater than ρ table (0.364) (2) Factor work experience also proved by testing the hypothesis that do have a significant correlation with the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru, where the correlation coefficient (ρ) 0,711 greater than ρ table (0.364) and the probability is smaller than the probability of the benchmark ($0.001 < 0.05$). The study also proved that the work experience factor having the most significant correlation (dominant) with the performance of the Civil Service Personnel Board.

Keywords: education level, work experience, and performance of civil servants

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1. Introduction

The task of government is meant to hold public functions like institutional governance, staffing, and management. However, certain improvement tasks are done through the development of the nation as well as an economic and social advancement that is geared to improve the welfare and prosperity of the entire society. In carrying out the task of public services, governance and development, Apparatus Civil State (ASN) is required to have professionalism and management of ASNs based on the System of Merit or a comparison between the qualifications, competence and performance required by the office to that held by the candidate ASN in the recruitment, appointment, placement and promotion to the rank held in an open and competitive, in line with good governance.

Organizations must be supported by competent human resources "*One of the resources that exist in the organization in addition to machine, money, materials, methods, and market is the man*" (Notoatmodjo, 2003). Organizations and agencies require human resources that have high performance. Where, the performance of human resources the employee is high, it can be used as one measure of the success of an organization in achieving its objectives.

Along with the enactment of Law No. 9 of 2015 on Regional Government, regarding the regional administration needs to be improved with more attention to the aspects of the relationship between the central government and regional and inter-regional, potential and diversity of the region and the opportunities and challenges of global competition in the operation of state government. For the smooth implementation of the Management of the ASN as contained in Act No. 5 of 2014 on Reform of Civil State, was formed a device region, in this case, the regional work units which were authorized to supervise and control the implementation of norms, standards, procedures, and criteria of Management of ASN, the Agency Regional Human Resources.

At the City Government Banjarbaru South Kalimantan Regional, work units that have the duties and functions to implement Management Apparatus State Civil are the personnel agency, Education and Training Banjarbaru, the Mayor Regulation Banjarbaru Number 51 the Year 2016 regarding Position, Organizational Structure, Duties principal and Governing Body Function and Employment, Education and Training Banjarbaru.

In Mayor Regulation Banjarbaru Number 51 Year 2016 regarding Position, Structure, Duty and function as well as the Governing Body Employment, Education and Training Banjarbaru is mentioned that: "*Personnel Agency, Education and Training Banjarbaru has the duty to assist the Mayor in carrying out supporting functions affairs government, in the fields of employment, education, and training under the authority of Urban Banjarbaru*".

Performance measurement is a method to assess progress by doing a comparison between what has been achieved from the assumed goals and objectives that have been set. Performance measurement is not intended as a mechanism to reward or a punishment, but rather as a means of communication and management tools to improve

organizational performance. The performance of the organization has a performance target which requires a commitment of the leadership from all the members of the organization. At the end of the current year, the results are compared with the realization of performance targets, so the performance gap can be known. The performance gap is used to determine the cause of the failure of the achievement of an organization's performance and further to the deficiencies that occur are set strategies for improved performance in the future.

According to the Performance Report and the Regional Employment Board of Education, Training Banjarbaru 2016, there are still some employees who are not achieving target performance. For example, for an increase in human resources through the improvement of the educational apparatus with a target to be achieved while 446 people were realized as much as 432 people. In 2017, still, there is some target achievement of performance that can not be realized 100%. That is, back again on improving the quality of Apparatus Resources through increasing levels of education, with the target to be achieved as many as 42 people and realized as much as one person. Also, the program indicator for the declining number of cases of violation of discipline, with the target to be achieved as many as 30 cases and 17 cases realized.

Whereas in 2016, there were still a number of performance achievement targets that could not be realized 100%, ie. in the Automatic Promotion System Administration Structuring activity, where the initial yearly achievement target was 700 Decrees (SK) realized as many as 545 Decisions (SK). This can happen because of the large file promotion proposal to the Regional Office of State Personnel Board VIII are returned, either because the materials are incomplete (BTL) and are not eligible (TMS). It should not happen so much file promotion proposals are returned if the file verification carried out in Personnel Agency, Education and Training Banjarbaru more thoroughly.

Supervision and Discipline of civil servants, PTT and Power Contracts started with an initial target of 8 times the implementation of surveillance but only realized as much as 2 times supervision. Then, by programing indicators declining number of cases of violation of discipline, with the target to be achieved as many as 30 cases and realized as much as 34 cases. In 2017, in cases of disciplinary violations that included as many as 23 cases, were 7 cases of disciplinary violations, moderate 2 severe level of discipline cases and 14 cases of divorce).

Employees who commit disciplinary violations that indicate the level of employee discipline is still not high, even if an increase of cases of disciplinary violations from 2014, 2015, 2016 to 2017 was registered. This can be caused by a lack of understanding regarding the employees of Government Regulation No. 53 of 2010 on Discipline of Civil Servants as well as the lack of supervision of the parties involved in this case one of them is in the Planning and Guiding Apparatus particularly mom sub-field Discipline, Welfare, and Protection Apparatus.

Related to the above, this article describes the employee performance issues on Personnel Agency, Education and Training Banjarbaru. It is intended to see if the

performance of existing employees is not maximized. Low performance is characterized by an employee who does a lot of mistakes and errors in completing not maximal personnel administration and other services. These facts are in line with the issues that were examined, based on research results (Boniface, 2015). Thesis at the University of Social Tanjongpura expressed a strong correlation between the level of education on the performance of employees at Head Office Samalantan at 0.623. This is because these figures lie in the interval between the coefficients (0.60 to 0.799). The figure shows that if the level of the better employee education, employee performance increases also lower. Thus, it can be concluded competence, work discipline and work experience simultaneously significant effect on the performance of employees of the Department of Revenue, Finance and Asset Management of the City of Palu.

Subsequent research on Influence Competencies, Discipline Work and Work Experience on Employee Performance Department of Revenue, Finance and Asset Management of the City of Palu described how competence significantly influence the performance of staff at the Department of Revenue, Finance, and Asset Palu; Work Discipline influential significant the performance of employees Department of Revenue, Finance and Asset Management of City of Palu; and Work Experience a significant effect on the performance of staff at the Department of Revenue, Finance and Asset Palu (Sartika, 2014).

At present, education is still regarded as a key element in the development of human resources. Especially in coaching and development for civil servants (PNS) focuses on the merit system so that human resources are considered more valuable if it has the attitude, behavior, knowledge, abilities, skills, and skills appropriate to the needs of various fields and sectors in the government. The higher level of education adopted a Civil Service the ability and knowledge of a Civil Servant are more extensive. Maximizing the performance of Civil Servants in the Civil Service Agency, Education and Training Banjarbaru.

The study was conducted by Jacinta Sekar Dwi Ahyaningrum in 2005, Sanata Dharma University in Yogyakarta, entitled *The Relationship Between Level of Education, Training, and Experience Against Employee Productivity*. Ayuk concluded: "*There is no significant relationship between the level of education and employee productivity; there is no significant relationship between job training with employee productivity and have a positive and significant with high and employee productivity*". Comparison of these studies make focus correlation research on education level and work experience on the performance of the Civil Service, while the locus of research done on the Personnel Board, Education, and Training Banjarbaru.

2. Research Methods

The approach used in this study is a quantitative kind, which is a kind of quantitative research in the form of numbers to test a hypothesis (Sugiyono, 2014). Quantitative

research is a research method that is based on the philosophy of positivism, is used to examine the population or a particular sample, data collection using research instruments, quantitative data analysis/statistics, to test the hypothesis that has been set. The survey was conducted on large populations and small ones, but the data studied are data from a sample taken from the population, so it is found relative incidence, distribution, and relationships between sociological and psychological variables (Sugiyono, 2016). Associative type of correlation between variables can be known with each other and can explain the symptoms. This study intended to determine whether there is a correlation between Education Level (X1) and Work Experience (X2) as the independent variable and performance of Civil Servants (Y) as the dependent variable.

The study was conducted at the Civil Service Agency, Education and Training which is located Banjarbaru Panglima Batur Street No. 1 District of North Banjarbaru Banjarbaru. The population in this study was all employees and employee Personnel Agency, Education and Training Banjarbaru which amounted to 50 (fifty). Samples were taken at least 30 samples (Sanusi, 2011). Due to the Civil Service Agency for Employment, Education and Training Banjarbaru amounted to 30 (Thirty) people, all Civil Servants in this study acts as a sample.

The operational definition of this research is to Education Level (X1) and Work Experience (X2) as the independent variable and performance of Civil Servants (Y) as the dependent variable. the data collection technique was a deployment questionnaire for the interviews. Likert scale is a scale based on the summation of the attitude of the respondents to respond to statements relating to the indicators of a concept or variable being measured. Modifications Likert scale of 5 categories into four categories of answers based on the following grounds:

- 1) Categories in the middle have a double meaning, ordinary means can not decide anything or give an answer, or even doubt – doubt;
- 2) Availability amid answer will tend to answer, for those who doubt the inclination of the answer;
- 3) To see the tendency of respondents to agree or disagree direction, thereby reducing the amount of information that can be captured the analysis of the validity of the analysis used to measure the validity of the data.

A reliability test is used to determine the consistency of tools for use in retrieving data in the form of an answer (questionnaire), which is reliable and consistent when the instrument is used again by other researchers (Prayitno, 2010). Testing the reliability of the instrument in a study conducted for the reliability of the instrument relating to the level of confidence in the research instrument (Arikunto, 2006). The Cronbach Alpha formula is used a 5% significance level. If the count $r(r\text{ alpha}) > r\text{ table}$, the instrument is declared unreliable or reliable. Conversely $\alpha r < r\text{ table}$, then the item or the variable is not reliable or not reliable. Statistical methods (statistical test) were used to test the hypothesis in this study is the correlation analysis.

Correlation analysis is used to determine the strength of the relationship or correlation between variables education level and work experience to variable performance of the Civil Service Personnel Agency, Education and Training Banjarbaru. The correlation analysis used in this research is divided into two phases. Calculation and Correlation Analysis Correlation analysis was done using statistical applications such as Program Statistical Package for the Social Sciences (SPSS) 15 for Windows. As for calculating the correlation of variable X to variable Y, correlation analysis used was Spearman Rho Correlations.

3. Results and Discussion

Data analysis in quantitative research aims to find the meaning behind the data, through the recognition of subject the culprit. With data analysis, relevant information obtained can be used the results to solve a problem. Spearman Rank Correlation analysis is used to find the relationship or correlation or to assess the significance of the hypothesis. Criteria degree of correlation (correlation coefficient) between variables ranging between + 0.00 - + 1.00 sign (+) is positive and the sign (-) is negative. The interpretation criteria are:

- a. 0,00 to 0,199 : almost no correlation
- b. 0.20 to 0.399 : low correlation
- c. 0.40 to 0.599 : correlation was
- d. 0.60 to 0.799 : high correlation
- e. 0.80 to 1.00 : perfect correlation

Based on the results of data processing correlation coefficient of each variable was obtained as in the following table:

Table 1: Spearman Rank Correlation Coefficient

Correlations				
		Education variables (X1)	Experience variables (X2)	Performance variables (Y)
Education variables (X1)	Correlation Coefficient	1	0533	0564
	Sig. (2-tailed)		0002	0001
	N	30	30	30
Experience variables (X2)	Correlation Coefficient	0533	1	0711
	Sig. (2-tailed)	0002		0000
	N	30	30	30
Performance variables (Y)	Correlation Coefficient	0564	0711	1
	Sig. (2-tailed)	0001	0000	
	N	30	30	30

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Table 2: Table Value Rho (rs)

N	Significant Taraf		N	Significant Taraf	
	5%	1%		5%	1%
5	1.00		16	0.506	0.665
6	0.886	1,000	18	0.475	0,625
7	.786	0,929	20	.450	0.591
8	.738	.881	22	.428	0.562
9	0.683	0,833	24	.409	0.537
10	0.648	0,794	26	0,392	.515
12	0.591	.777	28	.377	0,496
14	0,544	0.715	30	0.364	0,478

Hypothesis in this research is done in two ways, as follows:

First, compare the statistics count (rho-count) with the statistics table (rho-table)

- If rho-count < rho table, the null hypothesis (Ho) is accepted
- If rho-count > rho table, then the alternative hypothesis (Ha) is accepted

Secondly, comparing the probability value/significance (q-value) with probability benchmark:

- If the probability is calculated (q-value) > probability benchmark/0.05 level of significance, the null hypothesis is accepted
- If the probability is calculated (q-value) < probability benchmark/0.05 level, then the alternative hypothesis is accepted

The significance level used in this study was 0.05 (95% confidence level or error rate of 5%). Based on the calculation above statistics it is known that the correlation coefficient educational level of the performance of the Civil Service of 0.564. Compared with rho values on the table, for a sample of 30 people where the rho value table is 0.364. So, it looks that count rho greater than rho 0.564 0.364 tables. This means that the alternative hypothesis is accepted. Similarly, using a 0.05 significance level, known sig (2-tailed) level of education on the performance of the Civil Service is 0.001. So, the sig (2-tailed) level of education to the Civil Service performance compared with the benchmark significance is 0,001 less than 0.05.

Then, based on the calculation of statistical data above is known that the correlation coefficient value of work experience on the performance of the Civil Service by 0,711. Compared with rho values on the table, for a sample of 30 people where the rho value table is 0.364. So, it looks that count rho greater than rho 0.711 0.364 tables. This means that the alternative hypothesis is accepted. Similarly, using a 0.05 significance level, known sig (2-tailed) work experience on the performance of the Civil Service is 0,000. So, if sig (2-tailed) work experience on the performance of the Civil Service in comparison with the benchmark significance, then 0,000 less than 0.05. Which is to reject the null hypothesis and accept the alternative hypothesis. Its correlation coefficient value for education level is 0, 564 so that means that his level of correlation is or can be said correlation being. And the correlation coefficient for Work Experience worth 0,711 which is then interpreted has a high degree of correlation.

4. Correlation Analysis

Multiple Correlation Analysis is a value that emphasizes the strong influence of correlation or association of two or more variables together with other variables. In general, multiple correlation analysis is to find a correlation between two or more independent variables with the dependent variable. Additionally, multiple correlation analysis was also used to find the strength or weakness of the correlation between two or more independent variables on the dependent variable.

Table 3: Guidelines for Providing Simultaneous Interpretation Correlation Coefficient

Interval Correlation	Correlation level
0.00 to 0.199	Very low
0.20 to 0.399	Low
0.40 to 0.599	Moderate
0.60 to 0.799	Strong
0.80 to 1.000	Very strong

The closeness of the correlation can be expressed in terms of the correlation coefficient. The correlation coefficient is symbolized by the letter R. The following test results of multiple correlation data though:

Table 4: Analysis of Multiple Correlation

Model Summary									
Model	R	R Square	Adjusted R Square	Std. an error of the Estimate	Change Statistics				
					R Square Change	F Change	DF1	DF2	Sig. F Change
1	0.744a	0554	0521	0.48385	0554	16 756	2	27	0000

a. Predictors: (Constant), Variable Experiences (X2), Variable Education (X1)

On table 4 is shown that the magnitude of the correlation between the level of education and work experience to employee performance as calculated by the correlation coefficient was 0.744. This indicates a strong correlation. Contributions or donations while simultaneously variable levels of education and work experience on the performance of employees is 0.554, or 55.4%, while 44.6% is determined by other variables. To determine the level of significance of multiple correlation coefficient is tested as a whole is known based on table 4:15 obtained probability value (Sig. F Change) 0,000. Because the value sig.F Change $0.000 < 0.05$, then the decision is rejected and H_a H_0 accepted. This means that there is a significant correlation between education level and work experience simultaneously to the Civil Service Performance Personnel Board.

4.1 Correlation Level of Education on the Performance of Civil Servants

The results of this study indicate acceptance of the hypothesis Minor H_a first, that there is a significant correlation between the level of education to the Civil Service Performance

Personnel Agency, Education and Training Banjarbaru. It can be seen from the value that the Sig. (2-tailed) Education Level on the Performance of Civil Servants is 0,001 (Table 1), which when compared with the benchmark probability or significance level of 0.05; $0.001 < 0.05$, it can be concluded that there is a significant correlation.

Then the magnitude of the correlation coefficient between the level of education to the Civil Service Performance Personnel Agency, Education and Training Banjarbaru 0.564. Where if compared with rho table to sample 30 (Table 2) 0.364, so the $0.564 > 0.364$. In other words, rejecting H_0 (null hypothesis) and accept H_a (Alternative Hypothesis) or there is a significant correlation between the level of education to the Civil Service Performance Personnel Agency, Education and Training Banjarbaru.

Based on the value of the correlation coefficient Education Level on the Performance of Civil Servants is 0.564, which means that the level of correlation between the level of education held against the Civil Service Performance Personnel Agency, Education and Training Banjarbaru is being in correlation. This show that several important criteria is the basis why the Personnel Board, Education, and Training Banjarbaru education levels significantly correlated to performance. Points statement that has the highest score of the item is the statement "*Education will shape the personality and insight for the development of an employee*", "*Education can influence the mindset of employees in carrying out his duties*",

Related to the above, it can be concluded that the level of education has a significant correlation to the performance of employees of Personnel Agency, Education and Training Banjarbaru due to the level of higher education that will be formed personality and insight and a better mindset. With personality, insight and mindset are better than the completion of the task better, also in terms of solving problems related to the job.

4.2 Work Experience correlation to the performance of Civil Servants

The results of this study support the hypothesis Minor show both (H_a) that work experience is significantly correlated to the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru. It can be seen from the variable coefficient value or Sig. (2-tailed) 0,000 work experience; $0.000 < 0.05$ (see Table 1) so that it can be said that there is a significant correlation between work experience on the performance of the Civil Service.

The magnitude of the correlation coefficient between the work experience of the Civil Service Performance Personnel Agency, Education and Training Banjarbaru amounted to 0,711. Where if compared with rho table to sample 30 (Table 2) 0.364, so the $0.711 > 0.364$. In other words, rejecting H_0 (null hypothesis) and accept H_a (Alternative Hypothesis) or there is a significant correlation between work experience on the Performance of the Civil Service Personnel Agency, Education and Training Banjarbaru. Based on the value of the correlation coefficient Work Experience on employee performance amounted to 0,711, which means that the level of correlation between the

level of education held against the Civil Service Performance Personnel Agency, Education and Training Banjarbaru can be said to have a high correlation.

Work experience is crucial for employees, that determines employees who have work experience to carry out easier their duties at work. Lack of work experience of employees can affect the passage of employee jobs so that tasks should be targeted completion be quickly resolved. Work experience becomes important to the improvement of the performance of an employee because the employee initially did not know about the duties and his work became known and proficient because it is already accustomed to the task or the job. Work experience is not a reference to an employee can work well.

Employees who already have more work experience better understand what to do when faced with a problem. Also, employees who already have work experience are definitely faster in the work and do not have to adapt to the task at hand.

4.3 Correlation Level of Education and Work Experience of the Civil Service Performance

Based on the data processed by the statistics in Table 4 it can be seen that the Sig. F Change 0,000; $0.000 < 0.05$ (5% significance level) then the decision variables education level and work experience variables simultaneously and significantly correlated to the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru. Then, the magnitude of the correlation between education level and work experience on the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru calculated by the correlation coefficient was 0.744. This indicates a strong correlation. Meanwhile, contributions or donations are variable levels of education and work experience to employee performance Personnel Agency, Education and Training Banjarbaru amounted to 55.4%.

This study is in line with the results of his analysis which shows that there is a significant influence jointly on the educational background and work experience to the work ethic of employees (Adibah, 2014). Two factors that affect performance; internal factors individual and external factors. The external factor is anything that exists outside of the employee, which is age, education, training, work experience, resources, income and supervision (As'ad, 2003). Indeed, the level of education and work experience are factors that affect performance, both through theoretical and statistical data questionnaire research results.

There is a difference between people who have a high level of education with people who have a low education level as the employee's performance. Education makes a person an adult in achieving levels of life or livelihood higher in the mental sense. With one's education can also complete its work with appropriate and timely. Work experience correlates with the performance of a person and of course also affects the performance of Personnel Agency, Education and Training Banjarbaru. For Civil Servants who have a high work experience course, he can complete all the work done so well that the

employee's performance is also increased. The employee can also learn from the mistakes made in the old days. Experience is the best teacher. Previous errors prevent employees to learn how such errors happening again. The bitter experience makes an employee more careful in taking action and is pleased to learn to be better in completing its tasks.

According to Table 1, we can see which variables were more dominant correlated with the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru. The variable level of education has a correlation coefficient of 0.564, while the variable work experience has a correlation coefficient of 0.711. From the results of these calculations can be concluded that the variable work experience has a greater correlation to the performance.

From the calculation results in Table 1, it can be concluded that work experience has a more dominant correlation to the performance of the Civil Service. This is because the course that we follow during their formal education are not all related to jobs. We need to underline that the main purpose of formal education is the mindset change or a change in mindset. Education teaches about the maturation and the ability to adapt to the environment. The ability to adapt to the job is then to make the education related to the performance of Civil Servants.

Education and Work Experience have their correlation respectively by the Civil Service Performance. And we see in the field that works experience has a stronger correlation with performance when compared to education. This is because the material learned during formal education, especially education not everything can be applied to jobs. Especially in public schools. Of what we learn during general education at most 20% can be applied. Then, more strongly correlated with performance is the work experience because the longer a person works, the more the person's master also against the basic tasks and functions. So, this means better performance.

With experience, a Civil Servant can learn to adjust to the job. Through experience, a Civil Servant can learn from its mistakes to prevent the wrongdoing. With the experience anyway, a Civil Servant gains the trust of his superiors in carrying out their duties and functions.

5. Conclusion

Based on statistical tests have shown that the level of education has a significant correlation to the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru. It can be seen from the Sig. 2-tailed level of education compared with a significance level of 5%; $0.001 < 0.05$. So, it can be said that the educational level correlated significantly to the performance of employees. With correlation coefficient rho 0.564 compared with 0.364 tables, $0.564 > 0.364$. Also, the correlation coefficient 0.564 thus defined has a moderate correlation. It can be concluded that from H_a / H_0 accepted and rejected that there is a significant correlation between the education level of the performance of the Civil Service Personnel Agency, Education and Training Banjarbaru.

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