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The Influence of Employee Education and Work Experience on Employee Performance and Employee Loyalty

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Abstract: Purpose – The purpose of this writing is to build a hypothesis regarding the influence between variables which can later be used for further research within the scope of human resource management. **Design/methodology/approach** – The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and the journal Sinta. **Findings** – The results of this research are that: 1) Employee education influences employee performance; 2) Work experience influences employee performance; 3) Employee education influences employee loyalty; 4) Work experience influences employee loyalty; and 5) Employee performance influences employee loyalty. **Research limitations/implications** – The limitations of the data used in this research make the results less than optimal. **Practical implications** – This research is useful for company management in seeing whether employee education levels influence employee performance and employee loyalty.

Keywords: Employee Loyalty, Employee Performance, Employee Education, Work Experience.

INTRODUCTION

The performance and loyalty of employees inside a company are greatly influenced by two primary factors: education and job experience. The level of employee education can serve as a significant determinant in forecasting the caliber of individual performance inside the organizational setting. Individuals with a greater level of education are more inclined to possess a wider range of information, abilities, and comprehension in their respective fields. Higher levels of education are frequently linked to enhanced analytical, problem-solving, and critical thinking abilities, which can positively impact employment performance.

The significance of work experience in assessing employee performance and loyalty cannot be overstated. Work experience offers employees the chance to refine their abilities, enhance their expertise of a specific industry or task, and cultivate a deeper comprehension of

work procedures and organizational dynamics. Employees with substantial work experience typically exhibit superior performance due to their familiarity with jobs and their ability to effectively address workplace obstacles. Furthermore, it is worth noting that work experience has a significant role in shaping employees' impressions of their respective organizations, hence exerting an influence on their level of loyalty towards these organizations. Despite the widespread recognition of the significance of education and work experience in shaping employee performance and loyalty, there remain some unresolved concerns and inquiries that want additional elucidation. One of the primary concerns pertains to the interplay and mutual impact of education and job experience on employee performance and loyalty. Is there a direct correlation between higher education and improved performance, or does work experience have a more significant impact on the development of effective performance? To what extent does the amalgamation of education and work experience have a more substantial influence compared to each item in isolation?.

Furthermore, it is imperative to take into account the mediating and moderating influence of additional variables when investigating the correlation between education, job experience, performance, and employee loyalty. This inquiry pertains to the potential moderating effects of several factors, including leadership, motivation, organizational culture, and compensation, on the association between education and work experience and employee performance and loyalty. Can the implementation of employee development or training programs effectively mitigate performance disparities among employees with varying educational origins? Are there variations in the impacts of education and job experience across different industry sectors or across diverse organizational contexts?.

Furthermore, it is crucial to take into account the pragmatic ramifications of research outcomes pertaining to the correlation between education, professional background, job performance, and employee allegiance. What strategies may human resources managers utilize to enhance employee recruiting, selection, and development procedures using this information? Are organizational policies necessary to facilitate employee education and development in order to enhance their performance and foster loyalty? Can specific tactics be employed to enhance employee motivation among individuals with varying educational backgrounds or job experiences? In order to enhance organizational effectiveness and employee satisfaction, it is imperative for managers and human resource practitioners to engage in comprehensive research on the impact of employee education and work experience on employee performance and loyalty. Such research can yield valuable insights for these stakeholders.

Based on the background above, the problem formulation is determined as follows: 1) Does employee education influence employee performance?; 2) Does work experience influence employee performance?; 3) Does employee education influence employee loyalty?; 4) Does work experience influence employee loyalty?; and 5) Does employee performance influence employee loyalty?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the goal of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of research is the main justification for conducting qualitative analysis, (Duli, 2019).

RESULT AND DISCUSSION

Results

The research findings, considering the history and problem formulation, are as follows:

Previous Research Results

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With this Articles	Difference With this Articles	Basic Hypothesis
1.	(Jumawan, 2021)	Work Experience and Education Level influence Employee Performance and Performance Allowances as Intervening Variables	The influence of education level on employee performance	The effect of work experience on performance benefits	H1
2.	(Febriana Eka Wulandari, 2019)	The Influence of Education, Work Experience and Work Environment on Employee Performance at Bank Syariahmandiri Tulungagung Branch	The influence of work experience on employee performance	The influence of the work environment on employee performance	H2
3.	(Kurniawan, 2019)	Leadership style and employee education level influence employee loyalty	The influence of employee education level on employee loyalty	The influence of leadership style on employee loyalty	H3
4.	(Anggraheni et al., 2023)	Work experience, work placement and work environment influence employee loyalty	The influence of work experience on employee loyalty	The influence of work placement and work environment on employee loyalty	H4
5.	(Jayanti & Wati, 2019)	Leadership style influences employee loyalty through employee performance	The influence of employee performance on employee loyalty	The influence of leadership style on employee loyalty	H5

Discussion

Based on the results and previous research above, the research discussion is determined as follows:

1. The Effect of Employee Education on Employee Performance

The correlation between employees' educational attainment and their job performance is a significant topic within the realm of human resource development across diverse organisations. The extent of employee education is a pivotal factor in shaping the competencies, expertise, and mindsets required to attain both personal and organisational objectives. Education serves as a robust basis for individuals to cultivate specialised competencies that are pertinent to their respective professional domains. Higher education can enhance skill abilities, leading to improved proficiency in doing work duties with effectiveness and efficiency. Employees with superior knowledge and abilities typically achieve superior outcomes in their work, including enhancing processes, minimising errors, and augmenting operational efficiency.

In addition to this, the educational attainment of employees also plays a significant role in determining their appropriateness for desired career objectives. Higher education frequently provides individuals with enhanced job prospects, such as the ability to advance to more senior roles and assume increased levels of responsibility. Employees that possess knowledge that is pertinent to their respective sector of work are more likely to exhibit enhanced readiness in assuming more demanding positions within the organisation. Consequently, this heightened preparedness can foster heightened enthusiasm and commitment towards attaining both

individual and organisational objectives. One notable consequence of a greater degree of education in employees is the notable enhancement in productivity. Education equips employees with the required tools and information to cultivate novel and efficient work techniques. Individuals have the ability to utilise the skills and concepts acquired during their educational pursuits in order to enhance work processes, increase productivity within a shorter timeframe, and optimise the utilisation of existing resources.

In conjunction with heightened productivity, the acquisition of novel talents is also a consequence of pursuing higher education. Education provides employees with the opportunity to acquire new skills that are pertinent to technical advancements and market patterns. Continual learning and skill development among employees enhances their adaptability to changes in the work environment and improves their ability to confront new difficulties. Additionally, they are more inclined to include cutting-edge methodologies and advancements into their tasks, leading to substantial enhancements in the overall effectiveness of the organisation.

In general, the impact of employees' educational attainment on their performance exemplifies the intricate correlation between educational investment and the subsequent outcomes within the professional setting. Education has a substantial impact on the quality and quantity of employee performance through the enhancement of skill competency, alignment with career objectives, productivity, and acquisition of new skills. This has advantages not just for individual individuals in reaching their maximum capabilities, but also for organisations in attaining their objectives and sustaining their competitiveness in an ever more intricate and ever-changing industry. Hence, organisations should give utmost importance to allocating resources towards staff education and development as a fundamental approach to enhance performance and attain enduring prosperity.

Employee education influences employee performance, this is in line with research conducted by: (Jumawan, 2021), (Febriana Eka Wulandari, 2019), (Putri et al., 2019).

2. The Effect of Work Experience on Employee Performance

The performance of an individual is directly influenced by their work duration or length of work experience. Long-tenured employees in a certain position or business typically possess a more profound comprehension of the activities they undertake and the work procedures entailed. The individuals possess a comprehensive understanding of the work environment, protocols, and organisational requirements, hence enabling them to enhance their productivity and efficacy. Over time, individuals can also cultivate a robust network, acquire profound expertise in their field, and attain mastery in certain abilities that are pertinent to their role.

Furthermore, an employee's past accomplishments or track record of performance also have an impact on their future performance. Employees with a track record of exceptional performance in their past roles typically possess a robust intrinsic drive to attain additional accomplishments. Individuals may experience an increased sense of self-assurance in their capabilities and exhibit a heightened motivation to attain elevated levels of performance. In contrast, personnel with an unsatisfactory performance record may require supplementary assistance or direction to enhance their performance.

Furthermore, the significance of training and development in the context of work experience cannot be overstated, since it has a direct impact on employee performance. Employees who actively participate in regular training or development initiatives are afforded the chance to augment their skill sets, broaden their knowledge base, and cultivate a fresh comprehension of optimal methodologies within a specific industry or domain. Efficient training can enable employees to confront novel issues, enhance problem-solving skills, and foster greater innovation in their work methodology. Finally, it is worth noting that managerial

experience significantly influences employee performance. Experienced employees in managerial or leadership positions typically possess a heightened comprehension of team dynamics, the capacity to inspire others, and expertise in overseeing projects or initiatives. They possess the capacity to recognise areas for enhancement, devise efficient tactics, and offer unambiguous guidance to team members.

In general, job experience, encompassing factors such as length of employment, past accomplishments, training and growth opportunities, and managerial expertise, collectively influence employee performance in diverse manners. Employees can enhance their productivity by effectively utilising their knowledge and skills, enhance the quality of their work by promptly and appropriately addressing problems, demonstrate proactive initiative in seeking innovative solutions, and consistently improve their performance frequency through relevant and diverse experience. yield satisfactory outcomes. Hence, it is crucial for organisations to prioritise employee work experience and offer suitable assistance for comprehensive employee growth.

Work experience influences employee performance, this is in line with research conducted by: (Jumawan, 2021), (Kelejan et al., 2018), (Sudiarso, 2022).

3. The Effect of Employee Education on Employee Loyalty

Initially, enhancing skill capabilities through higher education can bolster employees' proficiency in executing their professional responsibilities. Employees who possess a strong sense of self-assurance and competence in their roles are more likely to experience higher levels of job satisfaction and exhibit greater inclination to stay with the firm for an extended duration. The alignment between professional aspirations and employee loyalty is a significant factor to consider. Obtaining a higher degree of education frequently grants access to improved professional prospects and increased accountability. Employees who perceive a distinct trajectory for their professional growth inside the organization are more likely to exhibit higher levels of motivation to remain with the company and make constructive contributions.

A higher degree of education has been found to have a significant influence on employee loyalty, particularly in terms of increased productivity. There is a positive correlation between increased levels of education among employees and their enhanced efficiency and effectiveness in task execution, leading to potential improvements in both individual and organizational performance. Enhanced productivity has the potential to foster a more gratifying work milieu, wherein employees perceive a sense of worth for their contributions, hence fostering heightened organizational loyalty. Furthermore, the acquisition of new abilities through formal education might also have an impact on employee loyalty. Employees who are provided with the chance to consistently enhance their abilities and utilize them in the workplace are more likely to experience higher levels of engagement and motivation. The individuals see that the organization offers enhanced benefits to their professional growth, hence perhaps fostering a greater sense of allegiance towards the institution.

Employee loyalty is evident through strong retention rates, wherein employees opt to remain with the firm instead of pursuing alternative alternatives. Research has shown that employees who experience satisfaction with their work environment and perceive good values inside the firm are more likely to exhibit longer tenures, resulting in decreased turnover rates and reduced expenses related to the recruitment and training of new personnel. The level of employee involvement and participation serves as a significant determinant of their organizational loyalty. Employees who see that their opinions are acknowledged and are provided with the chance to engage in the process of making decisions inside the organization are more likely to develop a stronger sense of connection to the organization and are more inclined to make constructive contributions. The level of loyalty that employees exhibit towards

the organization can be inferred from the positive feedback they receive on both the work environment and management methods. Organizational value and support foster a sense of connection and motivation among employees, leading to a greater drive to accomplish shared objectives.

The presence of a robust organizational commitment among employees is a significant determinant of loyalty. There is a positive correlation between employees' sense of connection to a company's purpose, vision, and values and their level of commitment towards assisting the organization in attaining its objectives. Individuals who possess a strong emotional and professional attachment to the success of an organization may exhibit heightened motivation to exert effort and demonstrate perseverance when confronted with obstacles. In general, the impact of employees' educational attainment on their organizational loyalty is intricate and multifaceted. A higher degree of education has the potential to enhance employee loyalty through various means, such as improving skill competency, aligning with career objectives, enhancing productivity, and facilitating the acquisition of new skills. Organizations can derive advantages from this, including increased staff retention, enhanced employee engagement, more favorable feedback, and heightened organizational dedication. These factors collectively contribute to the long-term success of a business. Hence, firms must acknowledge the significance of employee education and development as a strategic investment in fostering a favorable work culture and enhancing total organizational performance.

Employee education influences employee loyalty, this is in line with research conducted by: (Kurniawan, 2019), (Febriana Eka Wulandari, 2019), (Putri et al., 2019).

4. The Effect of Work Experience on Employee Loyalty

The employee retention rates can be influenced by the duration of work or the length of an individual's work experience inside a business. Long-term employees inside an organization often have a sense of attachment and develop a robust emotional connection with the company. Individuals may perceive that the allocation of their time and exertion within the company is justified, thus enhancing their propensity to remain employed for an extended duration. Furthermore, the loyalty of employees to the firm is also influenced by their prior achievements or performance records. Employees who have attained notable levels of accomplishment or have been bestowed with accolades for their services often experience a sense of worth and acknowledgement from the organization. This can enhance their emotional attachment to the organization and augment their inclination to make long-term commitments.

Furthermore, the significance of training and development in fostering employee loyalty cannot be overstated. Providing employees with the chance to participate in training and professional development initiatives enhances their perception of organizational value and acknowledges and supports their developmental requirements. This has the potential to enhance employee engagement, as it fosters a sense of the organization's concern for their development and advancement. Training and development initiatives provide employees with the necessary resources to enhance their professional growth and progression, hence potentially bolstering employee retention rates by mitigating the inclination to seek alternative employment prospects. In addition, it is worth noting that managerial experience significantly influences employee loyalty. Experienced employees in managerial or leadership positions typically possess a more comprehensive comprehension of the organization's vision and strategy. They may experience a heightened sense of affiliation with the organization's objectives and be more inclined to actively contribute to its achievements. Furthermore, proficient managers have the ability to establish a conducive work atmosphere that fosters employee engagement and active involvement. The establishment of positive managerial experiences has the potential to enhance

employees' organizational commitment by fostering positive relationships with their superiors and leaders.

The extent of employee involvement and participation in organizational activities is indicative of their loyalty. Employees who have a sense of engagement and are given the chance to participate in corporate decision-making are more inclined to perceive that their opinions are acknowledged and appreciated. This might enhance their affiliation with the company and inspire them to make constructive contributions. The provision of positive feedback by employees is a significant determinant of their organizational loyalty. Organizations that foster a sense of value and support among their employees are more inclined to offer constructive comments and actively contribute to the cultivation of a pleasant work culture. Finally, a significant determinant of employee loyalty is the presence of a robust organizational commitment. There is a positive correlation between employees' sense of connection to a company's purpose, vision, and values and their level of commitment towards assisting the organization in attaining its objectives.

In general, job experience, encompassing factors such as length of employment, past accomplishments, training and growth opportunities, and managerial expertise, collectively influence employee loyalty in diverse manners. Positive work experiences can enhance employees' connections to the organization and boost their retention rates by fostering engagement, participation, positive feedback, and organizational commitment. Hence, it is imperative for firms to prioritize employees' work experience and offer appropriate assistance to guarantee that employees feel esteemed, involved, and driven to contribute to the organization's enduring prosperity.

Work experience influences employee loyalty, this is in line with research conducted by: (Pratiwi & Fauzan, 2024), (Masyichah, 2016), (Muhammad Ilham, 2021).

5. The Influence of Employee Performance on Employee Loyalty

The loyalty of employees to the organization is significantly influenced by their output. Efficient employees typically make substantial contributions towards attaining corporate objectives, hence they are valued and acknowledged by management. The sentiment of gratitude can enhance employees' connections with the organization and foster their long-term loyalty. Furthermore, the quality of work also exerts a substantial influence on employee loyalty. Employees who consistently deliver work of exceptional quality often have a sense of pride in their efforts and a strong sense of attachment with the firm. They may perceive that they have met the organization's high performance requirements, so enhancing their sense of loyalty to the company.

Moreover, the level of employee initiative plays a crucial role in shaping their allegiance to the firm. Management tends to praise and provide good feedback to employees who demonstrate initiative in problem-solving, generating new opportunities, or enhancing work processes. They may see that the organization fosters and facilitates their growth, so enhancing their sense of allegiance. Furthermore, the frequency of performance, which refers to the consistency in achieving satisfying outcomes, also influences employee loyalty. Organizations often perceive employees who consistently deliver high-quality job outcomes as valued assets. They may get a sense of acknowledgement for their continuous contributions and develop an emotional attachment to the organization due to their perception that the organization values their endeavors.

The manifestation of employee loyalty can be observed through multiple dimensions, encompassing retention rates, engagement levels, participation rates, feedback mechanisms, and organizational commitment. The retention rate serves as a crucial metric for assessing employee commitment. Employees that experience contentment in their work environment and

perceive significance in their association with a business are more likely to exhibit longer tenure with the company. High rates of staff retention are indicative of robust levels of loyalty and serve to mitigate expenses linked to employee turnover. Furthermore, the level of employee involvement and participation serves as a significant determinant of their organizational loyalty. There is a positive correlation between employee involvement and the chance to participate in organizational decision making, and increased levels of engagement and commitment among employees. They might exhibit higher levels of motivation to perform at their highest level and make valuable contributions to the organization's success.

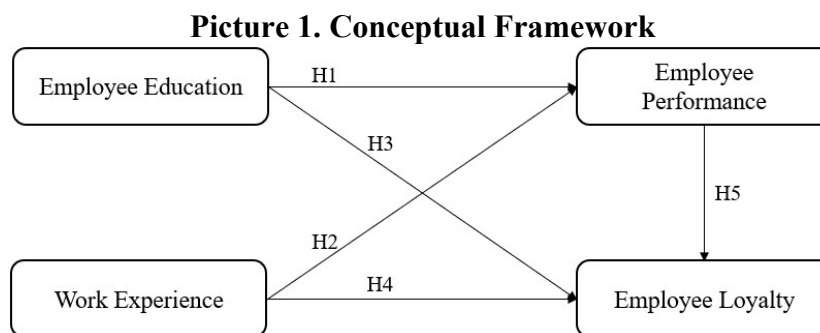
The level of loyalty towards the organization might be inferred from positive feedback received from employees. Organizations that provide support and appreciation to their employees are more inclined to offer constructive criticism and foster a positive work culture. They might exhibit heightened motivation to exert effort and maintain a high standard of work quality. Finally, the level of organizational commitment exhibited by employees serves as a significant determinant of their loyalty. There is a positive correlation between employees' sense of connection to a company's purpose, vision, and values and their level of commitment towards assisting the organization in attaining its objectives. Individuals may exhibit higher levels of motivation and persistence when confronted with obstacles, as they experience a strong emotional and professional connection to the organization's achievements.

The intricate and reciprocal relationship between employees and the business is shaped by the impact of employee performance, encompassing factors such as productivity, work quality, initiative, and frequency, on employee loyalty. Organizations may enhance employee loyalty and foster a sustainable and effective work environment by enhancing employee performance across multiple dimensions. Hence, it is crucial for firms to acknowledge and appreciate exceptional employee contributions and offer suitable assistance to uphold elevated levels of performance and enhance total employee loyalty.

Employee performance influences employee loyalty, this is in line with research conducted by: (Jayanti & Wati, 2019), (Kurniawan, 2019), (Qorfianalda & Wulandari, 2021).

Conceptual Framework

Based on the research results, previous research and the discussion above, the following framework of thought has been determined:



Based on Figure 1 above, it shows that employee education and work experience influence employee performance and employee loyalty. However, apart from the independent variables which influence the dependent variable, there are also variables which influence, among others:

- 1) Work environment: (Saputra et al., 2023), (Mahaputra & Saputra, 2021), (Dhyan Parashakti et al., 2019), (Maryanti et al., 2022), (Nguyen et al., 2020), (Budiyono et al., 2022), (Pamungkas et al., 2022), (Jumawan, Hadita, et al., 2023).

- 2) Coworker: (Haitao, 2022), (Marasabessy & Santoso, 2014), (Mahaputra et al., 2023), (Cholil et al., 2021).
- 3) Leadership: (Saputra, 2021), (Jumawan, Sawitri, et al., 2023), (Adhi & Aima, 2021), (Pasaribu et al., 2022), (Zainuri & Aima, 2019), (Susanto & Sawitri, 2022), (Zulkarnain & Manurung, 2020).

CONCLUSION

Based on the problem formulation, results and discussion, previous research and the conceptual framework above, the conclusions of this research are:

1. Employee education influences employee performance.
2. Work experience influences employee performance.
3. Education influences employee loyalty.
4. Work experience influences employee performance.
5. Employee performance influences employee loyalty.

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