

The Effect of Education Level, Training and Work Experience on Employee Performance at PT. Perkebunan Nusantara IV Regional II Medan

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ARTICLE INFO

Kata Kunci: Education Level, Training, Work Experience, Employee Performance

Received : 3 December

Revised : 20 January

Accepted: 21 February

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ABSTRACT

This study explores the effect of education level, training, and work experience on employee performance at PT. Perkebunan Nusantara IV Regional II Medan. A quantitative research method with an associative approach was applied, utilizing a sample of 40 employees. Data were gathered through a structured questionnaire designed to measure the examined variables and were subsequently analyzed using SPSS software. Multiple linear regression analysis was employed to assess both the combined and individual impacts of education level, training, and work experience on employee performance. The results reveal that these three factors, both simultaneously and partially, have a significant positive influence on employee performance at PT. Perkebunan Nusantara IV Regional II Medan

INTRODUCTION

In every company, HR (Human Resources) plays a major role as a driver of company activities. As many employees in the Human Resources department are very valuable assets for the company. The company's business activities and the achievement of predetermined goals can be carried out thanks to the presence of employees. By paying attention to the benefits and development of employees as human resources, companies can create competitive advantages and improve business performance (Hafsyah et al., 2024). The researcher conducted an observation at the PTPN IV Regional II Medan office to see the problems related to employee performance in the company. The researcher focused more on studying the employees of PTPN IV Regional II Medan in the HR Department. According to Kasmir (2018), performance refers to the execution of tasks and the outcomes achieved within a specific timeframe as a result of fulfilling assigned duties and responsibilities. The results of the pre-survey showed that there were several problems that occurred at PTPN IV Regional II Medan regarding employee performance. First, there are still some employees who have not been able to complete their work on time, namely 55%, there are still employees who do not use their time well, namely 65%, the lack of employee interest in improving skills and knowledge, namely 50%, and there are still some employees who do not understand their duties and responsibilities, namely 45%. Based on the findings of this pre-survey, it can be concluded that employee performance is not yet at an optimal level. This must be a concern for management so that they can conduct evaluations related to employee performance problems in the related company.

Emayanti (2022) explains that the level of education is the final result obtained by a person during formal education. An individual's educational level can influence their work performance. Education serves as a foundation for individuals to showcase their knowledge, skills, and potential to others. In the context of the field of work, the level of education is a consideration for management to promote a person's career within the company.

The pre-survey results show that the education that has been taken is relevant to the current job, which is 50%, there are still employees who are not motivated to achieve the Company's targets, which is 65%, there are still employees who are dissatisfied with their ability to complete tasks, which is 55%, and the level of education has not affected the level of position, which is 40%. Based on the results of the pre-survey, it can be seen that the high level of education and the suitability of the employee's educational background do not guarantee the employee's work results. The level of education and educational background of employees have not been fully realized in the work, thus impacting the level of employee performance.

Training is a structured and systematic short-term learning process designed to help non-managerial employees acquire technical knowledge and skills for a specific objective (Mangkunegara, 2018). The results of the pre-survey showed that instructors had not fully mastered the material, namely 60%, training did not fully improve employee performance, namely 50%, the material presented was less relevant, namely 55%, and there were still many employees

who were not enthusiastic about participating in training, namely 65%. The pre-survey results indicate that the job training provided by the company has not been entirely effective in enhancing employee skills to align with the job description requirements.

Handoko (2017) defines work experience as an employee's proficiency in knowledge and skills, which is assessed based on their length of service, as well as the depth of knowledge and expertise they have acquired. The results of the pre-survey showed that the length of service has not been able to complete tasks effectively, namely 50%, Lack of employee skills while working is 65%, there are still employees who are not proficient in doing their jobs, namely 55%, and with minimal work experience there is a risk in work, namely 45%. The pre-survey results reveal an issue with employee work experience, indicating that employees struggle to enhance their skills efficiently due to limited prior experience.

Based on the problems above, the author tries to raise it into a journal writing with the title "The Influence of Education Level, Training, and Work Experience on Employee Performance at PT. Perkebunan Nusantara IV Regional II Medan".

LITERATURE REVIEW

Employee performance

According to Kasmir (2018), performance refers to the actions and outcomes of work accomplished within a specific timeframe by fulfilling assigned tasks and responsibilities. Factors that influence employee performance according to Yusman & Rivaldo (2021) are education, training, experience and work discipline. Employee performance indicators according to Kasmir (2018) are quality, quantity, time and punctuality.

Education Level

Emayanti (2022) explains that the education level is the final result obtained by a person during formal education. Indicators of the education level according to Emayanti (2022) are educational outcomes, individual characteristics and mastery of knowledge.

Training

Training is a structured educational process conducted over a short period using systematic and organized methods, enabling non-managerial employees to develop technical knowledge and skills for a specific goal (Mangkunegara, 2018). According to Mangkunegara (2018), the key indicators of training include instructors, participants, materials, and objectives.

Work Experience

Handoko (2017) describes work experience as an employee's proficiency in knowledge and skills, evaluated based on their tenure, level of expertise, and acquired competencies. The indicators of work experience, as outlined by Handoko (2017), include the duration of employment, the skills possessed, and the degree of job mastery.

Conceptual Framework

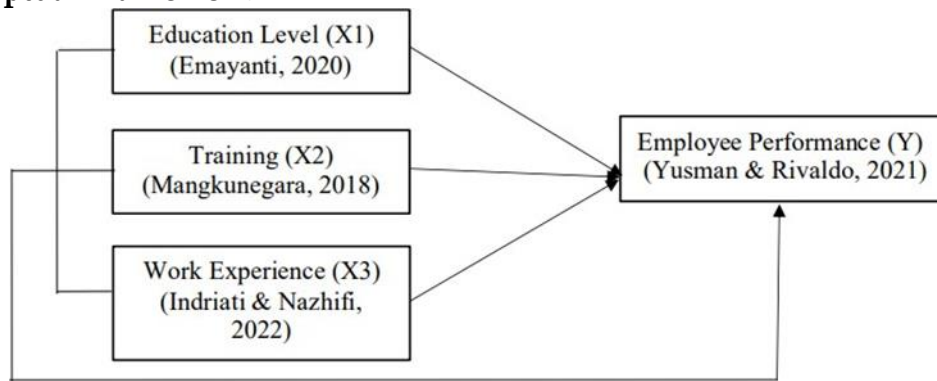


Figure 1. Conceptual Framework
Source : Processed by Reseachers(2025)

Research Hypothesis

H1: Education Level is expected to partially contribute positively and significantly to employee performance at PT. Perkebunan Nusantara IV Regional II Medan.

H2: Training is expected to partially contribute positively and significantly to employee performance at PT. Perkebunan Nusantara IV Regional II Medan.

H3: Work experience is expected to partially contribute positively and significantly to employee performance at PT. Perkebunan Nusantara IV Regional II Medan.

H4: Education level, training, and work experience are predicted to have a simultaneous positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional II Medan.

METHODOLOGY

This research employs a quantitative approach with an associative design to analyze the impact of independent variables on a dependent variable. The study population comprises 40 employees from the HR and Management System divisions at PT. Perkebunan Nusantara IV Regional II Medan, all of whom were selected as the sample. Multiple linear regression analysis is utilized to examine both the partial and simultaneous effects of the independent variables. Prior to hypothesis testing, a classical assumption test is conducted to verify the validity of the model. The hypothesis tests applied include the F test, t test, and coefficient of determination (R^2) to assess the significance and explanatory strength of the independent variables.

RESULTS

A. Research Result

Following restructuring, PT Perkebunan Nusantara IV, now known as PalmCo, operates as a subholding of PT Perkebunan Nusantara III (Persero) with palm oil as its primary commodity. This merger, which integrated PTPN V, VI, and XIII into PTPN IV while separating non-core assets from PTPN III, became effective on December 1, 2023, as documented in Deed Number 01 and approved by the Ministry of Law and Human Rights. Further amendments to the company's articles of association were recorded in subsequent legal documents and approvals.

This study was conducted at PT Perkebunan Nusantara IV Regional II using questionnaires distributed to 40 employees. The questionnaire comprised six statements for the Education Level variable (X1), eight for Training (X2), six for Work Experience (X3), and eight for Employee Performance (Y), using a Likert scale format. The collected data underwent validity testing by correlating individual item scores with total scores to ensure accurate measurement. Data processing and analysis were performed using SPSS, with validity tests applied to responses from all 40 participants.

1. Data Quality Test

a. Validity Test

Table 1. Validity Test

Variables	Statement Items	Corrected Item Correlation	r-mean
Education Level (X1)	X1.1	0.772	0.30
	X1.2	0.738	
	X1.3	0.780	
	X1.4	0.833	
	X1.5	0.875	
	X1.6	0.803	
Training (X2)	X2.1	0.803	0.30
	X2.2	0.697	
	X2.3	0.751	
	X2.4	0.661	
	X2.5	0.744	
	X2.6	0.795	
	X2.7	0.591	
	X2.8	0.630	
Work Experience (X3)	X3.1	0.925	0.30
	X3.2	0.865	
	X3.3	0.866	
	X3.4	0.731	
	X3.5	0.774	
	X3.6	0.660	
Employee Performance (Y).	Y1	0.660	0.30
	Y2	0.541	
	Y3	0.632	
	Y4	0.505	
	Y5	0.364	
	Y6	0.609	
	Y7	0.633	
	Y8	0.697	

Source: SPSS Processed Data (2025)

The validity test results indicate that all calculated values for each variable's question item exceed 0.30, confirming that all questionnaire items are valid.

b. Reliability Test

Table 2. Reliability Test

Variables	Cronbach's Alpha	N of Items
Education Level (X1)	0.882	6
Training (X2)	0.861	8
Work Experience (X3)	0.891	6
Employee Performance (Y)	0.726	8

Source : SPSS Processed Data(2025)

The table above reveals that the Cronbach's Alpha values for all variables exceed 0.60, confirming that the research questionnaire is reliable and suitable for further study.

2. Classical Assumption Test

a. Normality Test

1) Histogram Test

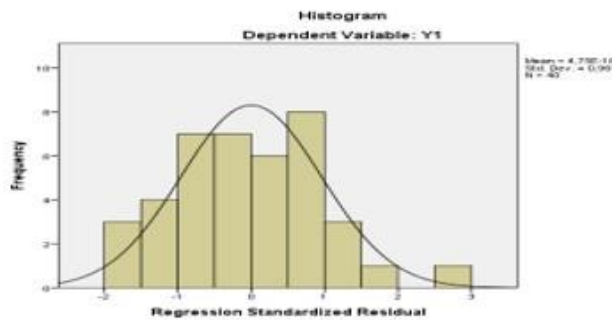


Figure 2. Histogram Test

Source : SPSS Processed Data (2025)

The figure illustrates the standardized residual distribution for the dependent variable "Total Y." The residuals are approximately normally distributed, with a mean near zero and a standard deviation of about 0.961. These findings suggest that the normality assumption in the regression analysis is likely satisfied. However, further validation through additional tests, such as the Kolmogorov-Smirnov or Shapiro-Wilk test, is necessary to confirm the statistical normality of the residuals.

2) P Plot Test

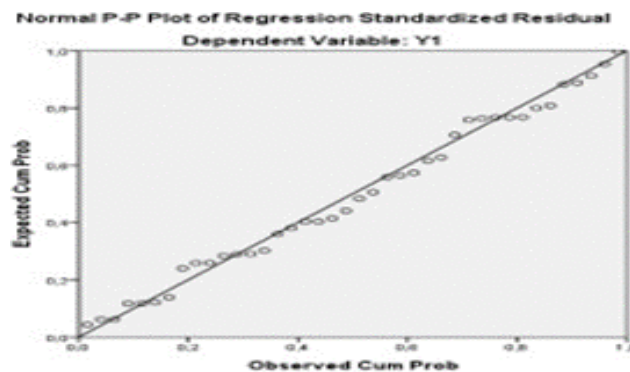


Figure 3. P Plot Test

Source : SPSS Processed Data (2025)

The diagram above presents the Normal P-P Plot of Standardized Residuals, showing that the data points predominantly align with the diagonal line. This alignment indicates that the data in this study exhibit a normal distribution, confirming that the regression model meets the normality assumption.

Table 3. Kolmogorov- Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.01549310
Most Extreme Differences	Absolute	.067
	Positive	.065
	Negative	-.067
Test Statistics		.067
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS Processed Data (2025)

The Asymp. Sig. value is derived from the One-Sample Kolmogorov-Smirnov Test, which assesses whether the research data conforms to a normal distribution. The test results indicate a significance level of 0.200, which is greater than 0.05 ($0.200 > 0.05$). This finding implies that the data in this study follow a normal distribution.

b. Multicollinearity Test

Table 4. Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	2.113	2.143		.986	.331		
Education Level	.516	.112	.460	4.622	.000	.382	2,619
Training	.336	.077	.371	4.384	.000	.528	1,895
Work Experience	.208	.072	.236	2,886	.007	.568	1,761

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data (2025)

As shown in the Coefficients table, the tolerance values for the education level, training, and work experience are 0.382, 0.528, and 0.568, respectively, all exceeding 0.1. Additionally, the Variance Inflation Factor (VIF) values for these variables are 2.619, 1.895, and 1.761, all below 10. Therefore, it can be concluded that multicollinearity is not an issue in this study.

c. Heteroscedasticity Test

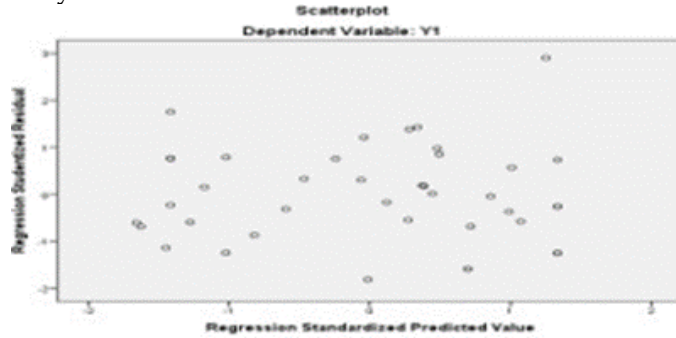


Figure 4. Heteroscedasticity Test
Source : SPSS Processed Data 2025

Based on the figure above, the scatterplot analysis results indicate that the data distribution is random and does not follow a specific pattern, with points scattered above and below the $Y = 0$ axis. This randomness suggests that heteroscedasticity is not present in this study.

3. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	2.113	2.143		.986	.331		
Education Level	.516	.112	.460	4.622	.000	.382	2,619
Training	.336	.077	.371	4.384	.000	.528	1,895
Work Experience	.208	.072	.236	2,886	.007	.568	1,761

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data (2025)

The coefficient values for the independent variables, including education level, training, and work experience in relation to employee performance, are presented in the table above. The derived regression coefficients can be expressed through the following regression equation:

$$Y = 2.113 + 0.516 X_1 + 0.336 X_2 + 0.208 X_3 + e$$

The following can be said regarding the above regression equation:

If the level of education, training and experience are in good condition, then the constant can be stated as 2.113. Employee performance is then expressed as 2.113. If the constant is between +1 and less than -1, then variables X_1 , X_2 , and X_3 all contribute to variable Y . The education level (X_1) has a coefficient of 0.516, indicating that a one-unit increase in education level leads to a 0.516 increase in employee performance, assuming other variables remain unchanged. Training (X_2) has a coefficient of 0.336, meaning that each additional unit of training results in a 0.336 improvement in employee performance under the same conditions. Similarly, work experience (X_3) has a coefficient of 0.208, signifying that a one-unit rise in work experience enhances employee performance by 0.208, assuming other variables are held constant.

4. Hypothesis Testing
a. Partial Test (t-Test)

Table 6. Partial Test (t-Test)

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	2.113	2.143		.986	.331		
Education Level	.516	.112	.460	4.622	.000	.382	2,619
Training	.336	.077	.371	4.384	.000	.528	1,895
Work experience	.208	.072	.236	2,886	.007	.568	1,761

a. Dependent Variable: Employee Performance
 Source: SPSS Processed Data (2025)

Referring to the table above, the partial hypothesis test assesses the significance of each variable. The t-table value is determined based on the degrees of freedom ($df = n - k - 1$). With $n = 40$ and $k = 3$, the resulting df is 36. At $df = 36$ with a significance level of $\alpha = 0.05$, the t-table value is 2.02809. The analysis results are as follows:

1) Testing the Influence of Education Level on Employee Performance

The education level variable significantly impacts employee performance. As shown in the table above, its significance value is 0.000. Since this value is below 0.05, H_0 is rejected, and H_1 is accepted. Additionally, the t-count for the education level variable is 4.622. Since t-count exceeds t-table ($4.622 > 2.02809$), it can be concluded that education level has a significant effect on employee performance.

2) Testing the Effect of Training on Employee Performance

Training plays a vital role in enhancing employee performance. Based on the table above, the significance value for training is 0.000. As this value is lower than 0.05, H_0 is rejected, and H_2 is accepted. The t-count for training is 4.384, which is greater than the t-table value ($4.384 > 2.02809$). This indicates that training has a significant impact on employee performance.

3) Testing the Effect of Work Experience on Employee Performance

Work experience is an essential factor influencing employee performance. The table above reveals that the significance value for work experience is 0.007. Since this value is below 0.05, H_0 is rejected, and H_3 is accepted. The t-count for work experience is 2.886, which exceeds the t-table value ($2.886 > 2.02809$). This confirms that work experience significantly affects employee performance.

b. Simultaneous Test (F Test)

Table 7. Simultaneous Test (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254,882	3	84,961	76,051	.000 ^b
	Residual	40,218	36	1.117		
	Total	295,100	39			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Experience, Training, Education Level						

Source: SPSS Processed Data (2025)

The interpretation of the F-test results, where the F-table value at $nk-1 = 40-3-1 = 36$ is 2.866, is as follows. As shown in the table above, the significance value is 0.000. Since this value is below 0.05, and the F-count of 76.051 exceeds the F-table value of 2.866, the null hypothesis (H0) is rejected, while the alternative hypothesis (H4) is accepted. This confirms that, collectively, the variables of Education Level, Training, and Work Experience have a significant effect on Employee Performance.

c. Coefficient of Determination (R²) Test

Table 8. Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 ^a	.864	.852	1.05696
a. Predictors: (Constant), Work Experience, Training, Education Level				
b. Dependent Variable: Employee Performance				

Source: SPSS Processed Data (2025)

Referring to the summary model data in the table above, the R Square value of 0.864 suggests that 86.4% of the variation in employee performance is explained by the independent variables, namely education level, training, and work experience. The remaining 13.6% is attributed to other factors not included in this study. Among the three independent variables, education level exerts the greatest influence on employee performance, as it has the highest coefficient value in the model.

DISCUSSION

1. The Influence of Education Level on Employee Performance

The findings of this study highlight that education level significantly influences employee performance. The analysis results indicate that the t- count for education level is 4.622, which exceeds the t-table value of 2.02809 ($4.622 > 2.02809$). Additionally, the obtained significance value is 0.000, which is below the 0.05 threshold. This confirms that education level has a positive and significant partial effect on employee performance at PT Perkebunan Nusantara IV Regional II Medan. These results align with Emayanti (2022), who defines education level as the highest academic attainment an individual achieves through formal education. Furthermore, this study supports the findings of Rosanti & Halimah

(2022) in their research on "The Effect of Education Level and Work Experience on Employee Performance at PT. Ipsos South Jakarta," which also found that education level has a significant positive impact on employee performance.

2. The Impact of Training on Employee Performance

The research results confirm that training is a crucial factor in shaping employee performance. The analysis shows that the t-count for training is 4.384, which surpasses the t-table value of 2.02809 ($4.384 > 2.02809$). Additionally, the significance value of 0.000 is below 0.05, indicating that training has a positive and significant partial effect on employee performance at PT Perkebunan Nusantara IV Regional II Medan. These findings are in line with Mangkunegara (2018), who describes training as a structured and systematic short-term learning process designed to provide non-managerial employees with technical skills and knowledge necessary to achieve specific goals. Moreover, these results are consistent with Yusman et al. (2021) in their study titled "The Influence of Education, Training, Experience, and Work Discipline on the Performance of Employees of the BP Batam Security Directorate," which also found that training positively and significantly impacts employee performance.

3. The Influence of Work Experience on Employee Performance

The study findings indicate that work experience significantly affects employee performance. The analysis reveals that the t-count for work experience is 2.886, surpassing the t-table value of 2.02809 ($2.886 > 2.02809$). Additionally, the significance value of 0.007 is below 0.05, confirming that work experience has a positive and significant partial effect on employee performance at PT Perkebunan Nusantara IV Regional II Medan. This study is in accordance with Handoko (2017), who defines work experience as an employee's accumulated competence based on their tenure, acquired knowledge, and skillset. Furthermore, these findings are supported by Fatimah et al. (2021) in their research titled "The Effect of Education Level, Training, and Work Experience on the Service Performance of the Head of Affairs," which also concluded that work experience positively and significantly influences employee performance.

4. The Influence of Education Level, Training and Work Experience on Employee Performance

The research results demonstrate that education level, training, and work experience collectively impact employee performance. The analysis indicates that the F-count is 76.051, which exceeds the F-table value of 2.866 ($76.051 > 2.866$). Additionally, the significance value of 0.000, which is below 0.05, confirms that these three variables simultaneously have a positive and significant influence on employee performance at PT Perkebunan Nusantara IV Regional II Medan. These findings align with the research conducted by Fatimah et al. (2021) in their study "The Effect of Education Level, Training, and Work Experience on the Service Performance of Heads of Affairs," which also demonstrated that these factors collectively play a significant role in shaping employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of this study, the following conclusions can be drawn:

1. This research provides empirical insights into the impact of education level, training, and work experience on employee performance. The study enhances the author's knowledge in human resource management while also improving data analysis skills and the ability to interpret research findings.
2. The study contributes to academic literature in the field of human resource management, particularly regarding factors influencing employee performance. The results can serve as educational material, a reference for future research, and a foundation for developing curricula that align with workforce demands.
3. For PT Perkebunan Nusantara IV Regional II Medan, these findings offer valuable input for decision-making aimed at enhancing employee performance. Management can utilize the results to design more effective human resource development policies, such as refining training programs, prioritizing education-based recruitment, and optimizing work experience to boost productivity.

FURTHER STUDY

This research still has limitations so further research is needed regarding The Effect of Education Level, Training and Work Experience on Employee Performance in order to perfect this research and increase insight for readers.

ACKNOWLEDGMENT

The author expresses gratitude to Panca Budi Development University and PT Perkebunan Nusantara IV Regional II Medan for the valuable opportunity to enhance knowledge through this research and contribute to the development of a scientific article.

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