

The Mediation of Education and Tenure on the Performance of Employees

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Abstract. Factors influencing employee performance are a big concern for businesses in an increasingly dynamic workplace. Tenure and educational attainment are key factors in raising labor productivity. While tenure-based experience enables employees to develop competence, adaptability, and effectiveness in completing their tasks, education provides the fundamental knowledge and skills required for the job (Noe, 2020). However, without sufficient work experience, education alone is insufficient. Tenure permits individuals to comprehend company culture, strengthen technical and interpersonal abilities, and improve efficiency in completing their jobs (Robbins & Judge, 2019). Therefore, when developing human resource management strategies, businesses must have a thorough understanding of how these two factors affect employee performance. This research aims to determine the significant influence between education level and length of service on employee performance partially and simultaneously for employees of the Grand Sahid Jaya Hotel Jakarta. This research design is causal using primary data obtained from the results of the questionnaire. The population in this research was all 50 employees. The data analysis technique used in this research uses a questionnaire method, for data processing using statistical software SPSS Version 28. The research results show that education level and length of service influence employee performance partially and simultaneously.

Keywords: Education Level; Employee Performance; Human Resource Management; Labor Productivity; Length of Service.

1. INTRODUCTION

Learning and knowledge are essential to the growth of various economic sectors [1]. Service businesses are motivated by competition and the desire to expand their businesses, and they work hard to get new skills, resources, and competitive advantages to beat their rivals.

Economic growth is a long-term problem that every country must address. Where it is hoped that economic growth will occur. Very rapid economic growth is an important phenomenon experienced by the world recently. One of the supporting factors for the development of economic growth in Indonesia is the tourism business.

Employee performance and productivity are critical to the success and profitability of any organization. Therefore, it is essential that businesses figure out how to boost worker performance. Learning is one area in which not many scholars have studied and Furthermore, a fundamental core competency for the creation of new goods and services is the knowledge and learning of employees [3].

Many senior hotel and airline managers acknowledge the significance of developing innovative products and services in the hospitality sector [4]. Therefore, managers in service organizations can provide higher-quality goods and services in the future by raising and upgrading the knowledge level of their staff. Managers will increase their market share and

maintain corporate growth as a result of this technique. In the service-based sector of the hotel business, people are crucial to ensuring client pleasure. Numerous changes take place in the environment of the service business as it grows, such as new needs and trends in consumer behavior.

People who are traveling to a particular location and who are from other locations than the hotel's location are typically the ones that desire to stay there. This implies that the quantity or lack of tourists has a significant impact on daily life and livelihood. The hotel industry is the basis of the tourism industry, if it were a building. At 29,672,796.83 million rupiah, the overall commercial revenue of lodging providers in Bali Province in 2019 was the highest. Next in line are DKI Jakarta at 5,649,386.89 million rupiah, East Java at 5,945,063.91 million rupiah, and West Java Province at 7,703,035.49 million rupiah.

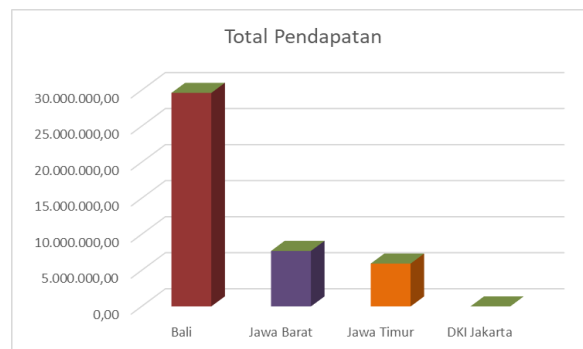


Figure 1. Total Accommodation Business Income in 5 Provinces.

Source: Central Bureau of Statistics

Overall, the total income of accommodation businesses which have the legal entity form of PT/PT (Persero)/Perum is the largest, namely 58,508,665.43 million rupiah. Meanwhile, the accommodation business with its own management status had the largest income, namely 41,041,916.15 million rupiah.

One of the industries operating in the hotel sector in Jakarta is the Grand Sahid Jaya Hotel. This hotel is located on Jalan Jendral Sudirman Kav. 86 Tanah Abang, RT. 10 Rw. 11, Karet Tengsin, Central Jakarta, Central Jakarta City, Special Capital Region of Jakarta 10220. This hotel is quite old because it was founded in 1970 and operated in 1974 by Mr. Sukamdani Sahid Gitosardjono. Hotel Sahid Jaya received 5-star hotel status in 1987 so Hotel Sahid changed its name to Hotel Grand Sahid Jaya. Based on data:

Table 1. Education Data.

Level of education	Amount Employee	Percentage
JUNIOR		
HIGH SCHOOL	1	2%
High School Equivalent	31	62%
D1	3	6%
D3	8	16%
S1	7	14%
Total	50	100%

Source: HRD PT. Grand Sahid Jaya in 2022

Based on table 1, the educational level of employees is dominated by high school graduates or equivalent with a percentage of 62% and the other 38% have different graduates. So it can be said that the level of education of employees at the Grand Sahid Jaya Hotel Jakarta is still low.

Table 2. Data on Employee.

Years of service	Amount	Percentage
0 – 10 Years	40	80%
11 – 20 Years	6	12%
>20 Years	4	8%
Total	50	100%

Source: HRD PT. Grand Sahid Jaya in 2022

Based on table 2, most employees' working years are between 0-10 years with a percentage of 80%, while between 11-20 years it is only 12% and >20 years is 8%. So it can be said that there are many employees with sufficient experience so they can do the job well. "Sometimes staff do not respond to calls", "An employee should not be great at her boss with hands and add salt to the omelette just after WITHOUT WASHING HER HANDS!" The statement above is a review of hotel guests on the kayak.com website. It can be said that a lack of knowledge and experience causes employee performance to decline, and causes the hotel to receive low ratings from incoming guests. Research on Education Level and Years of Service on Employee Performance has been carried out by many previous researchers.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Education

One of the most important factors for human needs is education (Permana et al., 2021). The purpose of education is to make individuals or groups more resilient and self-assured. Additionally, education can serve as a catalyst for people to adapt to the workplace (Sousa et al., 2019). Istilah "pendidikan" refers to the formal education that each student receives in the school environment. The reason formal education is valuable is because it enables people to develop their skills and abilities in work (Storey, 2002). Therefore, education is a deliberate attempt to get students ready for their future roles through instruction, training, and guiding. Since education is the primary force behind development, it must be taken into account both as an object and as a topic of development. According to Sa'diyah et al. (2022), educational programs must be developed in accordance with the demands of the industrial world. Considering different experiences in education delivery, deciding on the strategy for executing educational programs is crucial (Silitonga et al., 2020).

One of the many needs that must be taken into account when hiring or placing staff is education, which in this instance is highly supportive of education. In this instance, education is highly beneficial for both retaining a position and the efficient execution of the tasks and obligations associated with it. A bachelor's degree, for instance, is assigned to higher management.

According to Lee and Hallak (2018) and Alsa et al. (2021), the level of education is decided by the level of development of students, the goals to be achieved, and the abilities developed. Health is then ensured to ensure physical and spiritual health so that the placement of employees in a field of work can be adjusted to their health conditions. The goal of education is something that educational practices are meant to accomplish.

Accomplished through educational endeavors. It is believed that education should start with a goal, which is a value. The practice of education is pointless if one does not recognize its presence. The success of the business can be influenced by an employee's performance, both good and bad (Sousa et al., 2019). Employee education is crucial for their personal development and for enhancing their knowledge in order to work well. It will be simpler for employees to meet performance standards if they have coworkers who are competent in their daily tasks and have the education required for their position. The appropriateness of majors and educational levels are examples of useful educational indicators degree of education.

H1: Education affects employee performance.

Tenure

According to McEnrue (1988), tenure is the duration of an employee's employment with a company. According to research, workers with longer tenure typically exhibit higher levels of performance both in and out of their roles (McEnrue, 1988; Ng and Feldman, 2010), as well as more skills and experience (Yang et al., 2015).

(Ng and Feldman, 2010; McEnrue, 1988). The relationship between tenure and employee performance has been studied in earlier research. Since length of service stabilizes the ties formed during social exchange, we contend that the longer an employee remains with the organization, the more positively the deployment of efficient practices will be connected with affective, normative, and continuous commitment organization, as service duration solidifies the bonds formed during social interaction. The longer they remain with the company. Furthermore, the longer they remain with the company, the more normatively committed they will be in return, and they will work in the employer's best interests out of obligation. Lastly, workers become more aware of the importance of the relationship and its advantages the longer they work for the organization.

According to some research, employee tenure improves performance, particularly when it comes to improved conditions and knowledge. However, other research indicates that this benefit may diminish as tenure rises because of a decline in motivation and an increase in counterproductive behavior. An employee's tenure, or how long they have been employed by a company, can affect their performance in a number of ways. Tenure and performance have a complicated relationship that is impacted by numerous variables. Longer tenured employees often perform better in-role and citizenship, but the relationship fades as tenure increases (Ng, T., & Feldman, D., 2010). In the Malaysian public sector, psychological empowerment has a favorable effect on employee performance; longer tenure results in better work adaption and more effort (Ahmad, A. et al., 2021).

Ruggai and Agih (2008) also noted a significant positive relationship between experience and job performance. Furthermore, people with greater work experience tend to get better compensation and more opportunities for self-development, resulting to improved job performance (2005), and additional chances for personal growth, which results in improved work output (2005).

H2: Tenure affects employee performance

Performance of Employees

Tasks and actions carried out effectively and efficiently by persons are referred to as employee performance (Salee et al., 2018; Motowildo, 2003; Opatha, 2015). In the meanwhile, organizational objectives and employee behavior are connected (Campbell, 1993). Financial and operational performance are taken into account (Sarwar and Muhammad, 2020). Performance demonstrates how duties and obligations are carried out as well as the issues that people encounter at work (Rothmann & Coetzer, 2003). In essence, effective and efficient actions taken by employees to accomplish organizational goals are referred to as employee performance. Contextual performance and task performance are the two components of employee performance, according to Organ (1988).

Long-term organizational effectiveness depends on contextual performance, which is defined as efforts unrelated to the job and its duties (Borman & Motowidlo, 1993; Motowidlo & Schmit, 1999). According to the official job description, task performance is the sum of the employee's expected scores on task-related proficiency or task fulfillment (Motowidlo, 2003).

Studies have identified employee performance as critical to an organisation's competitive advantage and higher productivity. The private sector is more related to competitive advantage; however, the public sector can also be included as its main purpose is to serve the public. Vermeeren et al. (2014) revealed that public organisations can use work performance to improve their service delivery. As such, public organisations have recognised its importance and are paying more attention to work performance, particularly in improving service delivery and formulating policies (Leeuw, 1996). Leeuw (1996). Additionally, the overall performance of public organizations is reflected in the performance of personnel in the publicsector.

As a result, government services depend heavily on employee work performance, and management faces difficulties in improving service delivery and developing policies when employees perform well (Leeuw, 1996). High employee job performance presents a barrier to management's efforts to deliver exceptional public service.

Without a doubt, employees are a valuable asset to businesses. Employee performance is critical to an organization's success (Toban et al., 2014; De Clercq et al., 2019), particularly in the hotel industry (Saban et al., 2020). The majority of research conducted to far have only looked at the elements that improve employee performance, neglecting the elements that detract from it. For instance, human resource procedures, leadership development and training, job security, perceived organizational support, employee engagement, leader trust, and employee empowerment.

Have been researched in relation to employee performance (Zreen et al., 2018; Biswas and Kapil, 2017; Hayat et al., 2019; Toban et al., 2014; Holley et al., 2019), while only a handful of studies have focused on stressors related to employee performance. Toban et al., 2014; Holley et al., 2019), while only a handful of studies have focused on organisational and interpersonal stressors that undermine employee performance (Dhanani et al., 2018). Organisational and interpersonal stressors that undermine employee performance (Dhanani et al., 2018). Therefore, analysis of strategy formulation by practitioners is also focussed on factors that can improve employee performance employees.

Rather, practitioners must enhance the strategy development framework by taking into account and managing the elements that can compromise employee performance if they hope to foster synergies in employee performance. Researchers must help practitioners with this. However, there is a dearth of research on the factors that affect employee performance, and organizational mistreatment aspects that can affect employee performance are still not well understood (Dhanani et al., 2018).

Thereseearch This study aims to identify the elements that could impair employee performance in the hospitality sector and tends to enhance practitioners' framework for making decisions.

The hospitality industry is one of the service areas where rudeness has been noted to occur (Alola et al., 2019; Kim and Qu, 2019; Hur et al., 2015). Fewer factors have been investigated that could either raise or diminish the influence of employee perceptions of rudeness on hotel staff behavior (Bani-Melhem et al., 2020). Employees' interactions with stressors can also negatively affect how they behave in an organization (Bani-Melhem et al., 2020; Brotheridge and Grandey, 2002; Naseer et al., 2018).

It has been demonstrated that stressful events in organizations hinder employees' ability to perform successfully (De Clercq et al., 2019). This is because they place an excessive amount of cognitive, emotional, and occasionally physical demands on people (Balker et al., 2019).

Imposed on people (Balk et al., 2020). Nevertheless, few research have examined the effects of organizational mistreatment characteristics on worker performance, such as bullying and exclusion at work (Balk et al., 2020). (Baranik et al., 2017; Robert, 2018; De Clercq et al., 2019; Shen et al., 2019) Bullying and exclusion at work. Thus, the effect of interpersonal stressors (like interactional injustice) and organizational stressors (like organizational dehumanization) on worker performance in the hospitality sector is examined in this study. Workers in the hospitality sector.

Hotel

A hotel is a type of lodging establishment that offers visitors who require a short-term place to stay food, drinks, and other amenities. Hotels are for-profit businesses that cater primarily to travelers, business travelers, and members of the general public who want hotel services. The World Tourism Organization (UNWTO, 2023) states that hotels are commercial entities that offer paid lodging services, including rooms, suites, and other extra amenities that enhance visitor comfort. According to the American Hotel & Lodging Association (AHLA, 2022), hotels are companies that provide lodging services; they fall into a variety of categories, from budget to luxury, depending on the amenities and level of service. The hospitality sector is always changing to meet the demands of customers, technological advancements, and worldwide issues.

In order to give each visitor the finest experience possible, executives in the hospitality sector must reevaluate the many aspects of client happiness and experience by enhancing service quality through a team that is knowledgeable and experienced. One human resource tactic that appears to be successful in reducing inefficiencies in the hotel industry is hiring workers with more education (Aissa, S., & Goaid, M 2016). Longer tenured employees generally perform better in-role and citizenship, but the relationship weakens as tenure increases (Ng, T., & Feldman, D. 2010). Higher education levels in the hotel industry in Serbia improve job satisfaction, service orientation, and work engagement, while lower education levels negatively impact these outcomes (Cimbaljević, M., et al.,2023).

3. RESEARCH METHODOLOGY

This research is causal research because it is to determine the effect of independent variables (level of education, length of service) on the dependent variable (employee performance). In this study, population characteristics are needed in order to obtain representative results. The population in this study were 50 employees of the Grand Sahid Jaya Jakarta Hotel. The sample in this study were all 50 employees of the Grand Sahid Jaya Hotel. This study uses data analysis methods carried out using Multiple Linear Regression Analysis which is processed using the Statistical Package for the Social Science (SPSS) Version 28 software. Instrument testing in this study uses validity tests and reliability tests which are then carried out normality tests, multicollinearity tests, and heteroscedasticity as well as t tests, f tests to determine the amount of contribution and influence of the independent variable on the dependent variable.

Validity Test

The validity test was carried out on 50 respondents using SPSS version 28 software. From the r table, for $df = \text{number of respondents} - 2$, in this study $df = 48 (50 - 2)$ and at a significance level of 5% there is a number 0.278 where r is the result for each variable can be seen in the corrected item column – total correlation.

4. RESEARCH RESULTS AND DISCUSSION

Results

Descriptive statistics provides an overview or description of data seen from the average value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness (distribution differences) of each each variable. The variables used include the variables of education level and length of service on employee performance.

Table 3. Descriptive Statistics Table.

N	Range	Min	Max	Mean	Std. Error	Std. Deviation
50	24	41	65	56.7	,781	5,516
50	27	38	65	58.4	,857	6,060
50	25	40	65	58.2	,818	5,784

Source: SPSS Version 28, Processed in 2022

The data results from the descriptive statistical processing of the education level variable (X1) have a mean value of 56.66, the standard error is 0.780, then the standard deviation is 5.516, range 24 with a minimum value of 41 and a maximum of 65. The data results from the descriptive statistical processing of the work period variable (X2) have mean value 58.36, standard error at 0.857, then, standard deviation 6.060, range 27 with a minimum value of 38 and maximum 65. And the data results from descriptive statistical processing of employee performance variables (Y) have a mean value of 58.18, standard error at 0.818, then, standard deviation 5,784, range 25 with minimum value 40 and maximum 65.

Table 4. Validity Test for Education.

Question Items	r count	r table	Information
Having 12 years of mandatory education is very important.	0.287	0.28	Valid
Completing college education is very important.	0.588	0.28	Valid
Education makes me a better	0.381	0.28	Valid

person.			
The formal education I took provided knowledge about my current job.	0.31	0.28	Valid
Formal education allows me to do my job well.	0.512	0.28	Valid
Non-formal education such as courses and training helps me gain expertise in certain fields.	0.442	0.28	Valid
My ability to work is in accordance with my educational background.	0.697	0.28	Valid
My final education made it easier to find work.	0.773	0.28	Valid
Education affects my employment status.	0.432	0.28	Valid
Higher education allowed me to get a permanent job.	0.7	0.28	Valid
Education affects my salary.	0.766	0.28	Valid
Education makes me understand more about the work that I am carrying out more easily.	0.613	0.28	Valid
The work I am currently pursuing is in accordance with my final education.	0.671	0.28	Valid

Source: Source: SPSS Version 28, Processed in 2022

Table 5. Tenure Validity Test.

Question Items	r count	r table	Information
I have worked at the related company for more than a year.	0.572	0.278	Valid
High knowledge is very helpful in completing work.	0.642	0.278	Valid
The experience you have helps reduce errors when carrying out work.	0.605	0.278	Valid
Experience helps in completing tasks efficiently.	0.653	0.278	Valid
The work I do matches my interests.	0.743	0.278	Valid
I respect and respect those who are more senior than me.	0.667	0.278	Valid
I embrace and help employees who are more junior than me.	0.747	0.278	Valid
Years of service can help improve work performance.	0.607	0.278	Valid
A person's work experience can help him understand his duties well.	0.687	0.278	Valid

The length of the employee's work period is more mastery of the work given.	0.588	0.278	Valid
The skills I have are above average for other employees.	0.66	0.278	Valid
I have the skills to carry out the tasks given.	0.76	0.278	Valid
I can master the work equipment provided by the company.	0.709	0.278	Valid

Source: SPSS Version 28, Processed in 2022

Table 6. Validity Test of Employee Performance.

Question Items	r count	r table	Information
The quantity or amount of work I do in one period exceeds that of other employees.	0.615	0.278	Valid
The results of my work have met the desired standards.	0.664	0.278	Valid
I always improve the quality of work assigned to me.	0.64	0.278	Valid
The abilities I have are appropriate to the work I do.	0.744	0.278	Valid
I have high enthusiasm for doing work.	0.71	0.278	Valid
I complete work with high precision.	0.766	0.278	Valid
I always follow company procedures.	0.695	0.278	Valid
I do my assignments so far faster than before.	0.695	0.278	Valid
I always carry out the assigned tasks well and on time.	0.668	0.278	Valid
In carrying out my work I do not experience difficulties working with other colleagues.	0.579	0.278	Valid
I am skilled in carrying out work in accordance with my functions and duties.	0.873	0.278	Valid
I am able to collaborate well in doing work.	0.729	0.278	Valid
I have a high level of responsibility in completing work.	0.714	0.278	Valid

Source: SPSS Version 28, Processed in 2022

Based on the test results presented in the table above, it shows that all questionnaire instrument items for employee performance variables have a correlation that is greater than the r table value (0.278) and is significant, so it can be concluded that all question items are valid.

Reliability Test

The results of the reliability test for each variable can be seen in the table below.

Table 7. Education Reliability Test.

Cronbach's Alpha	N of Items
,820	13

Source: SPSS Version 28, Processed in 2022

The results of reliability testing with Cronbach's alpha coefficient show that the education variable instrument has an alpha coefficient value of 0.820. This shows that the instrument is very reliable and the data obtained can be used for further analysis because it shows a value above the predetermined standard, namely 0.60.

Table 8. Tenure Reliability Test.

Cronbach's Alpha	N of Items
,884	13

Source: SPSS Version 28, Processed in 2022

The results of reliability testing with Cronbach's alpha coefficient show that the work period variable instrument has an alpha coefficient value of 0.884. This shows that the instrument is very reliable and the data obtained can be used for further analysis because it shows a value above the predetermined standard, namely 0.60.

Table 9. Employee Performance Reliability Test.

Cronbach's Alpha	N of Items
,906	13

Source: SPSS Version 28, Processed in 2022

The results of reliability testing with Cronbach's alpha coefficient show that the employee performance variable instrument has an alpha coefficient value of 0.906. This shows that the instrument is very reliable and the data obtained can be used for further analysis because it shows a value above the predetermined standard, namely 0.60

Classic Assumption Test

a. Normality Test

Normality testing aims to test the independent variable data (X) and dependent variable data (Y) in the resulting regression model, whether they are normally distributed or not normally distributed.

Table 10. Normality Test Results.

One-Sample Kolmogorov-Smirnov Test

	Unstandardized
Asymp. Sig. (2-tailed)	0.085

Source: SPSS Version 28, Processed in 2022

Based on the normality test results, it is known that the significance value is $0.085 > 0.05$, so it can be concluded that the residual value is normally distributed.

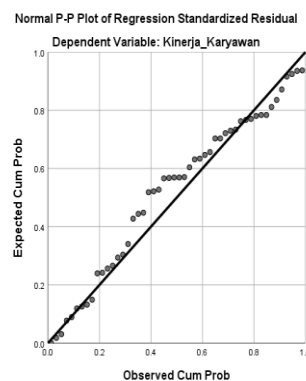


Figure 1. Normality Graph.

Source: SPSS Version 28, Processed in 2022

From the SPSS output results, the normal probability plots graph shows a normal distribution because the line (point 0) follows the diagonal line. In Figure 4.7 above, the normal graph shows the distribution of points around the diagonal line, indicating that the regression model meets the normality assumption.

Multicollinearity Test

A variable shows symptoms of multicollinearity which can be seen from the high VIF (Variance Inflation Factor) value in the independent variables of a regression model. Detecting whether there is multicollinearity is by looking at the VIF and tolerance values. The regression model is said to be free from multicollinearity if the $VIF < 10$, and the tolerance value is > 0.01 (10%). The VIF test results from the regression model can be seen in the following table:

Table 11. Multicollinearity Test Results.

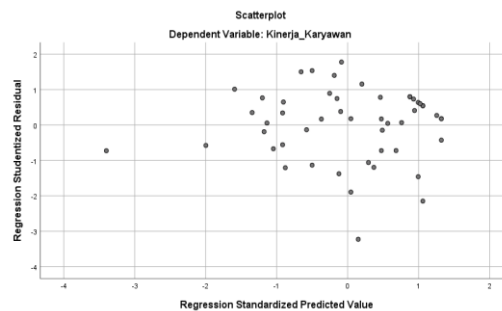
Variable	Tolerance	VIF
Education	,477	2,098
Tenure	,477	2,098

Source: SPSS Version 28, Processed in 2022

Based on the test results in table 4.16, it shows that the tolerance coefficient for all variables is greater than 0.10 and the VIF value is smaller than 10. So it can be concluded that the regression model in this study is free from multicollinearity problems.

Heteroscedasticity Test

Heteroscedasticity testing aims to test whether the regression model has unequal variances and residuals from one observation to another. To detect whether there is heteroscedasticity by looking at the Scatterplot graph below:

**Figure 2.** Heteroscedasticity Graph.

Source: SPSS Version 28, Processed in 2022

From the analysis of the SPSS output results in Figure 4.8 above, it is found that the distribution of points is above and below the number 0 and the distribution of data points does not have a regular pattern. It can be concluded that the regression model above does not have heteroscedasticity.

Multiple Linear Regression Analysis

Based on the results of calculations using SPSS, the linear regression equation is obtained in table 12 below:

Table 12. Multiple Linear Regression Test Results.

Variable	B	Std. Error
(Constant)	8,575	5,274
Education (X1)	,307	.128
Tenure (X2)	,551	.117

Source: SPSS Version 28, Processed in 2022

Based on table 12, the employee performance equation can be entered into the multiple regression equation as follows: $Y = 8.575 + 0.307X_1 + 0.551X_2$

Hypothesis Testing

a. T Test

The t test was carried out to see the magnitude of the influence and level of significance of each independent variable on a ratio scale to the dependent variable, seen from the significance value of each independent variable in the regression equation. Based on numbers table under the condition $\alpha = 0.05$ and $df = n - k$ or $50 - 2 - 1 = 47$, so the table value is 2.011. The results of the t test in this study are presented in table 4.18 below:

Table 13. T Test Results.

Variable	tcount	Sig.	Information
Education (X1)	2,398	0.021	Significant
Tenure (X2)	4,724	,000	Significant

Source : SPSS Version 28, Processed in 2022

Based on the table above, the education shows that the t value is $2,398 < t_{table} 2,011$ with sig $0.021 < (\alpha) 0.05$, so H_0 is rejected, meaning that the education has a significant effect on employee performance. Meanwhile, it is known that the work period has a t value of 4,194 $> t_{table} 2,011$ with sig $0.001 < (\alpha) 0.05$, so H_0 is rejected, meaning that work period has a significant effect on employee performance.

b. F Test

From the test results using SPSS, the F test results were obtained as follows:

Variable	F	Sig.
Education (X1), Tenure (X2) on Employee Performance (Y)	46,642	,000b

Source : SPSS Version 28, Processed in 2022

Based on the results of the F test, the calculated f value obtained is 46,642 with a sig level of 0.000, which means a sig value $< (\alpha) 0.05$ with an f table value of 3.19, so it can be concluded that all independent variables simultaneously have a significant influence on the dependent variable. The research results prove that the regression model in this research can be used to predict factors that influence employee performance.

Discussion

The Influence of Education on Employee Performance

This research proves that the first hypothesis is accepted, namely that the level of education has a positive and significant effect on employee performance. This is indicated by a positive line coefficient value and a significance value of less than 0.05, and can be seen from $t_{count} 2,398 > t_{table} 2,011$ with a significance level of 5%, which means that the better the education, the higher the employee's performance. This shows that not all Grand Sahid Jaya Hotel employees feel their education is good enough. Therefore, if the Grand Sahid Jaya Hotel wants to improve employee performance, then the education must continue to be considered.

The Effect of Work Period on Employee Performance

This research proves that the second hypothesis is accepted, namely that length of service has a positive and significant effect on employee performance. This is indicated by a positive line coefficient value and a significance value of less than 0.05, and can be seen from $t_{count} 4.724 > t_{table} 2,011$ with a significance level of 5%, which means, the better the work period, the higher the employee's performance. Based on table 4.7, the variable length of service has an average variable value for favorable of 91%, neutral of 7%, and unfavorable of 2%. This shows that not all Grand Sahid Jaya Hotel employees are able to pay attention to good Tenure. Therefore, if the Grand Sahid Jaya Hotel wants to improve employee performance, then the working period must be carefully considered.

The Influence of Education and Tenure Together (Simultaneously) on Employee Performance

This research also proves that the third hypothesis is accepted, namely that there is a positive and significant influence of education level and length of service together on employee performance. This is indicated by a positive f test value and a significance value of less than 0.05. This means that the better the level of education and length of service, the better the employee's performance.

5. CONCLUSION

Based on the results of research on the influence of education level and work period on employee performance at the Grand Sahid Jaya Hotel Jakarta. The results of research on the education level variable (X^1) have a significant effect on employee performance, especially for the indicator that completing 12 years of mandatory education is very important. The research results on the length of work variable (X^2) have a significant effect on employee performance, especially for indicators of working at the company for more than a year.

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