

# Final Check Turnitin Pak Werto

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## THE ROLE OF EDUCATION, JOB ANALYSIS AND WORK TENURE ON EMPLOYEE PERFORMANCE FOR FILLING STRUCTURAL POSITION

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### Abstract

In order to ensure the effective placement of structural positions, it requires a good judgment to ensure the productivity and operation efficiency. This study analyzes factors such as education, job analysis, and tenure which may affect employee performance to fill structural positions in PLTU Asam-Asam. Methods used is quantitative and perform hypothesis testing by utilizing Structural Equation Modeling - Partial Least Square (SEM PLS). Population in this study are 183 PLTU Asam-Asam employees and all of the population will be used as research subjects. Findings of the study revealed that education, job analysis, and work tenure had a positive and significant influence on employee performance both partially and simultaneously. This study concluded that to improve employee performance for structural positions fulfillment, it is necessary to pay attention to the combination of relevant education background, comprehensive job analysis, and appropriate work tenure. The suggested policies are to increase competency-based training programs, improve the job evaluation system, and adopt a merit-based promotion policy to ensure alignment between an individual and the targeted structural position.

**Keywords:** Education, Job Analysis, Work Tenure, Employee Performance, Structural Position.

### Introduction

Employee performance is crucial in maintaining the company's operational efficiency and productivity (Chauke et al., 2022). Competent and well-trained human resources can ensure the smooth running of operational processes, especially in filling structural positions that require unique expertise (Safrizal et al., 2019). Several key factors play a role in employee performance are education, job analysis and length of service. Education is essential in improving the quality of human resources (Aiuby & Hayati, 2023). It is because education not only equips a person with the technical skills needed for the job but also develops the ability to think critically, analyze information, and solve problems. The work environment that demands adjustments to technological developments requires employees who have an adequate level of education because they are considered more adaptable (Maritsa et al., 2021). In this sense, education affects individuals' quality in carrying out tasks and promotes the organization to achieve its strategic goals through improved human resource performance (Pamungkas & Nawawi, 2025).

Besides the educational aspect, position analysis is important in placing employees with the right expertise in the correct position. The position analysis is used to identify and evaluate the needs of a job,

including the requirements and characteristics of the workforce needed (Angraini et al., 2024). Likewise, job analysis plays a role in identifying and assessing the needs that must be met by an organization (Billik et al., 2023). As a result, companies can determine the criteria that workers must possess, especially in the placement of positions, with the results in the form of detailed job specifications and job descriptions. This role not only eases the recruitment process, but also increases the effectiveness of employee performance assessment, training and career development. Tenure also contributes to shaping employee competencies. The longer one's work experience, the more operational challenges one can overcome. Tenure is the leading indicator that affects employee performance. The length of service reflects the duration a person works in a particular job or position (Lubis, 2020). Employees who have worked longer usually have a deeper understanding of work processes, responsibilities, and company culture. This allows them to complete tasks more efficiently and contribute meaningfully to achieving organizational goals (Kirani et al., 2024).

Employee performance is a key element that affects the success of an organization. The term performance comes from job performance or actual performance, which refers to the work results or

concrete achievements of a person. Performance includes various activities carried out to carry out and complete tasks and responsibilities in accordance with predetermined goals and expectations (Jayanti & Dewi, 2021). Performance in this case is the achievement of work results, both in terms of quality and quantity, obtained by an employee in carrying out his duties in accordance with his responsibilities (Nugroho et al., 2022). Performance is the result achieved by an employee in completing his duties, both in terms of quality and quantity, in accordance with the responsibilities that have been set

This research analyzed employee performance on one of the the Steam Power Plant (*Pembangkit Listrik Tenaga Uap [PLTU]*) and focuses on PLTU Asam-Asam, South Kalimantan. In the context of PLTU Asam-Asam, employee performance is important in maintaining operational efficiency and company productivity. Most of the workforce At PLTU Asam-Asam has an engineering education background, but there are gaps in the managerial competencies required for structural positions. The distribution of employee education levels shows the dominance of engineering backgrounds. However, there is also a small group of employees with non-engineering educational backgrounds who can provide different perspectives on managing the company.

The performance data of PLTU Asam-Asam shows that there are several indicators that have not yet reached the optimal target. For instance, until November 2024, the Efficiency Forced Outage Rate (EFOR) exceeded the 3.20% threshold and employee productivity only reached 93.53% of the target. Other indicators, such as the absorption of maintenance costs, have also not been maximized. This shows the need for a strategy to improve employee performance that considers education, job analysis, and tenure. Based on this background, this study is interested in conducting research related to the role of education, position analysis and employee tenure on employee performance for position filling.

### Education

Education plays a significant role in shaping superior and competent human resources, especially in the industrial world that requires a workforce with high technical and managerial competence (Siregar et al., 2024). Education equips individuals with the skills, insights, and mindset needed to accomplish their duties and responsibilities optimally. In an increasingly developing and challenging world of work, employees with higher levels of education tend to more easily understand operational processes, master the latest

technology, and adjust to the dynamics of change in the organization (Taufik & Nugroho, 2020). Therefore, education is the main factor determining an employee's readiness to face increasingly complex work demands.

**H1:** Education affects Employee Performance for Structural Positions

### Job Analysis

Job analysis improves employee performance, especially in fulfilling structural positions. The job analysis process aims to understand the job demands, authority, responsibilities, and qualifications required for each position. The function analysis ensures that the position being filled matches the needs of the organization and the competencies possessed by prospective employees, resulting in optimal performance. Job analysis also provides a clearer picture of the standard of work expected from each position. Several studies, such as (Fatimah et al., 2023) and (Lestari & Asmara, 2024), have conducted research related to position analysis, showing that positions significantly influence employee performance. On the other hand, research by (Rusly et al., 2022) and (Blikololong & Foeh, 2022) shows that Job Analysis does not significantly affect employee performance.

**H2:** Position Analysis affects Employee Performance for Structural Position

### Work Tenure

Tenure plays a significant role in influencing employee performance. The longer an employee's tenure, the higher their chances of having in-depth knowledge and experience of various aspects of the company's operations. The experience gained over many years of work can influence how employees face job challenges and make the right decisions, especially in structural positions requiring a higher level of leadership and decision-making. In addition, employees with long tenure usually have a better understanding of the culture and internal dynamics of the organization, which is an important asset in carrying out duties in structural positions. Research by (Jayanti & Dewi, 2021) and (Ivana et al., 2022) shows that the Working Period significantly influences employee performance. On the other hand, research by (Kereh et al., 2018) and (Sari & Sitohang, 2019) that the Period of Service does not significantly affect employee performance.

**H3:** Work Tenure affects Employee Performance for Structural Position

Employees who have worked longer generally have broader experience and a deeper understanding of work and organizational dynamics. This allows them to handle complex situations more confidently and contribute more to achieving company goals. Long-time employees also tend to have stronger emotional ties to the organization, which can increase commitment and motivation to perform better. Overall, education, job analysis, and tenure support each other in shaping optimal employee performance, especially when filling structural positions. Ensuring that employees have the appropriate education, are placed in the correct position based on job analysis, and have sufficient experience.

**H4:** Education, Position Analysis and Work Tenure affect Employee Performance for Structural Positions.

Based on the research hypotheses that have been formulated based on theory and previous findings, the theoretical framework of this study is developed. Figure 1 shows the research theoretical framework that illustrates the relationship between education, job analysis, and tenure to employee performance. The framework illustrates how these factors interact and contribute to shaping employees' optimal performance.

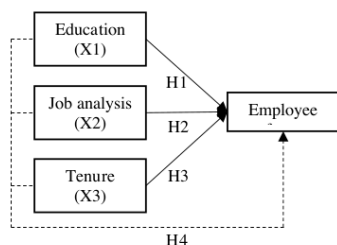


Figure 1. Research Framework

#### Methods

This research applies quantitative approach since the purpose of this research is to investigate causality between the studied variables through statistical data analysis (Sugiyono, 2021). In this study, the independent variables are Education Level, Job Analysis, and Work Tenure, whereas the dependent variable is Employee Performance. In addition, this study applies the Partial Least Squares Structural Equation Modeling (PLS-SEM) data analysis technique, this technique is used to test the hypotheses that have been formulated.

#### Population and Sampling

Population in this study are all employees working at PLTU Asam-Asam, consisting of a total of 183 people. Considering the population size which was relatively small, this study used total sampling in which all population members were sampled. This technique was chosen because it allows research to obtain more accurate and representative data without generalizing based on a smaller sample.

Data collection uses a Likert scale, namely with five scales consisting of 1 (Very Bad), 2 (Not Good), 3 (Fair), 4 (Good), and 5 (Very Good). The operational variables of this study are shown in Table 1.

Table 1. Research Operational Variables

| Variable                 | Indicator   | Definition  |
|--------------------------|---|---|
| Education (X1)           | The effort to optimize human potential to manage available natural resources to improve the welfare of society (Amiruddin, 2016).                     | a. Level of Education<br>b. Major Suitability<br>c. Competence (Supriatna, 2020)  |
| Position Analysis (X2)   | The method used to identify and evaluate the needs of a job, both in terms of requirements and the workforce needed. (Anggmini et al., 2024)          | a. Authority<br>b. Responsibility<br>c. Working Conditions<br>d. Work Facilities<br>e. Work Result Standards<br>f. Education and Training<br>g. Competence (Lestari & Asmara, 2024) |
| Work Tenure (X3)         | The duration of a person's employment in a particular job or position that affects his or her performance (Lubis, 2020)                               | a. Job Satisfaction<br>b. Environmental Stress<br>c. Career Development<br>d. Compensation for Work Results (Handoko, 2014)   |
| Employee Performance (Y) | A series of activities are carried out to complete tasks and responsibilities by the expectations and goals that have been set (Jayanti & Dewi, 2021) | a. Quality of Work<br>b. Quantity<br>c. Timeliness<br>d. Effectiveness<br>e. Independence (Mangkunegara, 2009)  |

#### Results and Discussion

##### 1) Results

Description of research subjects in this study consisted of gender, age, and work tenure. Distribution of obtained research data is presented in Table 2.

Table 2. Characteristics of the Research Subject

| Characteristics | Category          | Total |
|-----------------|-------------------|-------|
| Gender          | Men               | 182   |
|                 | Women             | 1     |
| Age             | 20 - 30 years old | 83    |
|                 | 31 - 40 years old | 96    |
|                 | 41 - 50 years old | 1     |
|                 | > 50 years old    | 4     |

|                  |   |    |
|------------------|---|----|
| Latest Education | Intermediate Technical School of Mechanical Engineering | 46 |
|                  | Bachelor's of Mechanical Engineering                    | 28 |
|                  | Senior High School                                      | 22 |
|                  | Intermediate Technical School of Electrical Engineering | 18 |
|                  | Bachelor's of Economics                                 | 15 |
|                  | Associate Degree in Mechanical Engineering              | 16 |
|                  | Bachelor of Computer Science                            | 7  |
| Work Tenure      | Associate Degree in Electrical Engineering              | 5  |
|                  | Others  | 26 |
|                  | < 1 years   | 10 |
|                  | 1 - 5 years   | 40 |
|                  | 6 - 10 years  | 80 |
|                  | > 10 years  | 53 |

Source: Data Collection Results, 2025

Table 2 presents the characteristics of 183 subjects, the majority of them are male with 182 subjects, while there is only 1 female respondent. This indicates that workers in PLTU Asam-Asam are dominated by men, which most likely relates to the nature of the work in the electricity sector which requires more technical and operational personnel.

In terms of age, the majority of respondents were in the 31-40 years old range with 96 people, followed by 83 respondents in the 20-30 years old range. Meanwhile, only 1 person is 41-50 years old, and 4 people are over 50 years old. This reflected that most of the workers at PLTU Asam-Asam were classified as productive workers with a relatively young age, who potentially had good adaptability to technological and innovation in the electricity industry.

Based on the latest education aspect, the majority of respondents have an engineering education background, with the largest number coming from Intermediate Technical School of Mechanical Engineering with 46 people and Bachelor's of Mechanical Engineering with 28 people. In addition, there were 22 people who graduated from Senior High School, 18 people who graduated from Intermediate Technical School of Electrical, and a small number of graduates from non-engineering fields such as Bachelor's of Economics (15 people). In addition, 26 people were in the other education category. This distribution shows that most of the workers at the PLTU Asam-Asam have technical skills in accordance with the industry's needs, although there are also workers with educational background are outside of the engineering field.

From a work tenure aspect, the majority of respondents have a fairly long work experience. A total of 80 people have worked for 6-10 years, while 53 people have worked for more than 10 years. On the other hand, as many as 40 people have work experience of 1-5 years, and only 10 people have worked for less than 1 year. This indicates that PLTU

Asam-Asam has a relatively experienced Workers, which can contribute to maintaining operational stability and improving work efficiency within the company.

Overall, the characteristics of the research study illustrate that workers at the PLTU Asam-Asam are dominated by men of productive age, with a technical education background, and have a fairly long work experience. The combination of relatively young age, technical education background, and long work experience can be an important factor in analyzing the effect of education, job analysis, and tenure on employee performance in this company.

### Outer Model Evaluation

The purpose of outer model evaluation is to assess validity through convergent validity and discriminant validity, and assess model reliability with composite reliability and Cronbach's alpha on the evaluated indicator blocks.

#### a) Convergent Validity

Convergent validity is tested based on each indicator of a construct. According to Chin (2015), an indicator is considered valid if it has a value of more than 0.70, while a loading factor in the range of 0.50 to 0.60 is still acceptable.

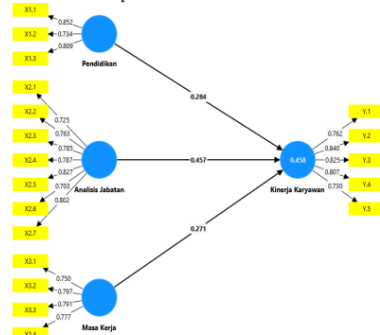


Figure 2. SmartPLS 4.0 Algorithm Results  
Source: Data Processed, 2025

Table 3. Outer Loading

|      | E     | JA    | WT | EP |
|------|-------|-------|----|----|
| X1.1 | 0,852 |       |    |    |
| X1.2 | 0,734 |       |    |    |
| X1.3 | 0,809 |       |    |    |
| X2.1 |       | 0,725 |    |    |
| X2.2 |       | 0,763 |    |    |

|      |       |
|------|-------|
| X2.3 | 0,785 |
| X2.4 | 0,787 |
| X2.5 | 0,827 |
| X2.6 | 0,703 |
| X2.7 | 0,802 |
| X3.1 | 0,750 |
| X3.2 | 0,797 |
| X3.3 | 0,791 |
| X3.4 | 0,777 |
| Y.1  | 0,762 |
| Y.2  | 0,840 |
| Y.3  | 0,825 |
| Y.4  | 0,807 |
| Y.5  | 0,730 |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance  
Source: Data Processed, 2025

Table 3 shows that all indicators of this research variable are considered valid, because the Outer Loadings value of each indicator is greater than 0.7. Thus the questionnaire items can be used for further analysis.

#### b) Discriminant Validity

Next step is to evaluate the correlation between variables by comparing it to the root AVE ( $\sqrt{\text{AVE}}$ ). A measurement model is considered to have good discriminant validity if the  $\sqrt{\text{AVE}}$  value of each variable is higher than the correlation between variables. This  $\sqrt{\text{AVE}}$  value can be found in the Fornell-Larcker Criterion Output in Smart-PLS 4.0, as presented in Table 5.

**Table 4.** Fornell Larcker Criterion

| Variable             | E     | JA    | WT    | EP    |
|----------------------|-------|-------|-------|-------|
| Education            | 0.800 | 0.177 | 0.259 | 0.472 |
| Job Analysis         | 0.177 | 0.811 | 0.150 | 0.595 |
| Work Tenure          | 0.259 | 0.150 | 0.810 | 0.412 |
| Employee Performance | 0.472 | 0.595 | 0.412 | 0.844 |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance  
Source: Data Processed, 2025

Table 4 indicates if the AVE value for each construct has exceeded the cut-off threshold of 0.50, it can be concluded that convergent validity has been fulfilled. In addition, Table 5 also shows the square root of Average Variance Extracted for each construct is higher than the correlation between constructs in the model. To give further consideration, Table 6 is an analysis of the cross-loadings:

**Table 5.** Cross Loading

|      | E            | JA           | WT           | EP           |
|------|--------------|--------------|--------------|--------------|
| X1.1 | <b>0.852</b> | 0.016        | 0.133        | 0.299        |
| X1.2 | <b>0.734</b> | 0.045        | 0.221        | 0.241        |
| X1.3 | <b>0.809</b> | 0.188        | 0.124        | 0.370        |
| X2.1 | 0.082        | <b>0.725</b> | 0.119        | 0.414        |
| X2.2 | 0.152        | <b>0.763</b> | 0.137        | 0.422        |
| X2.3 | 0.125        | <b>0.785</b> | 0.094        | 0.419        |
| X2.4 | -0.034       | <b>0.787</b> | 0.102        | 0.390        |
| X2.5 | 0.157        | <b>0.827</b> | 0.120        | 0.438        |
| X2.6 | -0.082       | <b>0.703</b> | 0.062        | 0.305        |
| X2.7 | 0.167        | <b>0.802</b> | 0.113        | 0.441        |
| X3.1 | 0.105        | 0.078        | <b>0.750</b> | 0.168        |
| X3.2 | 0.163        | 0.129        | <b>0.797</b> | 0.276        |
| X3.3 | 0.097        | 0.037        | <b>0.791</b> | 0.232        |
| X3.4 | 0.185        | 0.150        | <b>0.777</b> | 0.417        |
| Y.1  | 0.238        | 0.345        | 0.227        | <b>0.762</b> |
| Y.2  | 0.317        | 0.444        | 0.359        | <b>0.840</b> |
| Y.3  | 0.411        | 0.475        | 0.299        | <b>0.825</b> |
| Y.4  | 0.271        | 0.463        | 0.340        | <b>0.807</b> |
| Y.5  | 0.282        | 0.343        | 0.304        | <b>0.730</b> |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance  
Source: Data Processed, 2025

Table 5 presents the cross-loadings value for each construct is higher than the correlation between other constructs in the model. Therefore, the construct in the estimated model has met the criteria of discriminant validity.

**Table 6.** Heterotrait-Monotrait Ratio

| Heterotrait-monotrait ratio (HTMT) |       |
|------------------------------------|-------|
| EP ↔ JA                            | 0,595 |
| WT ↔ JA                            | 0,150 |
| WT ↔ EP                            | 0,412 |
| E ↔ JA                             | 0,177 |
| E ↔ EP                             | 0,472 |
| E ↔ WT                             | 0,259 |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance  
Source: Data Processed, 2025

On the other hand, Cut-Off Limit for Heterotrait-Monotrait Ratio (HTMT) value is less than 0.90 (Hair Jr et al., 2021). Table 7 shows that all of the obtained HTMT values are below 0.9, in conclusion HTMT values have met the criteria for discriminant validity.



### c) Average Variance Extracted (AVE)

Average Variance Extracted (AVE) was used to assess the extent from a construct could be explained by its indicators considering the error rate. The AVE test is considered more strict compared to composite reliability. Recommended AVE value is at least 0.50. The results of AVE calculations are presented in Table 7.

**Table 7.** Average Variance Extracted (AVE)

|                      | AVE   |
|----------------------|-------|
| Job Analysis         | 0.595 |
| Employee Performance | 0.630 |
| Work Tenure          | 0.607 |
| Education            | 0.640 |

Source: Data Processed, 2025

Referring to Table 7, the AVE value obtained is higher than 0.50. This indicates that all indicators have fulfilled the criteria.

### d) Composite Reliability & Cronbach's Alpha

Composite Reliability and Cronbach's Alpha are evaluated by assessing whether each latent variable has a value  $\geq 0.70$ , it can be concluded that a construct has good reliability, in other words, the questionnaire used in this study has shown consistency.

**Table 8.** Composite Reliability & Cronbach's Alpha

|    | Cronbach's alpha | Composite reliability (rho <sub>a</sub> ) | Composite reliability (rho <sub>c</sub> ) |
|----|------------------|---|---|
| JA | 0.886            | 0.891                                     | 0.911                                     |
| EP | 0.853            | 0.864                                     | 0.895                                     |
| W  | 0.803            | 0.851                                     | 0.861                                     |
| T  | 0.724            | 0.745                                     | 0.841                                     |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance

Source: Data Processed, 2025

Refers to Table 8, Composite Reliability and Cronbach's Alpha test results show the sufficient value. Therefore, it can be concluded that the questionnaire used as a research tool is reliable or consistent.

### Inner Model

After the model estimated meets the Outer Model criteria, the next step is to test the structural model (Inner Model). The test is aimed to develop a model based on theoretical concepts to analyze the influence of exogenous and endogenous variables that have been described in the conceptual framework. The process of

testing the structural model (Inner Model) is carried out through the following stages:

#### a) Model Fit

**Table 9.** Goodness of Fit

|            | Saturated model | Estimated model |
|------------|-----------------|-----------------|
| SRMR       | 0.091           | 0.091           |
| d_ULS      | 1.580           | 1.580           |
| d_G        | 0.851           | 0.851           |
| Chi-square | 795.035         | 795.035         |
| NFI        | 0.619           | 0.619           |

Source: Data Processed, 2025

NFI values ranged from 0 to 1 and are obtained by comparing hypothesized models with specific independent models. Table 10 presents NFI value is 0.701 indicating that the model has a level of suitability that can be categorized as good.

#### b) R-Square (R<sup>2</sup>)

Looking at the R-Square value which is the Goodness of Fit test of the model.

**Table 10.** R<sup>2</sup>

|                      | R-square | R-square adjusted |
|----------------------|----------|-------------------|
| Employee Performance | 0.458    | 0.449             |

Source: Data Processed, 2025

Table 10 presents an R<sup>2</sup> value of 0.458, which implies that about 45.8% of employee performance can be described by the constructed model, which includes independent variables such as job analysis, tenure, and education.

#### c) Effect Size (f<sup>2</sup>)

The f-square (f<sup>2</sup>) value indicates the effect of each predictor variable on the endogenous variable. The results of the f<sup>2</sup> value of each exogenous variable on the endogenous variable are as follows:

**Table 11.** Effect Size (f<sup>2</sup>)

|                                     | f-square |
|-------------------------------------|----------|
| Job Analysis → Employee Performance | 0.375    |
| Work Tenure → Employee Performance  | 0.129    |
| Education → Employee Performance    | 0.142    |

Source: Data Processed, 2025

1. The f<sup>2</sup> result for job analysis on employee performance is 0.375. This value is above 0.35, which indicates that job analysis has a "strong influence" on employee performance.

2. The  $F$  result for the influence of working tenure on employee performance is 0.129. This value is within the range of 0.02 to 0.15, which indicates that the effect of working tenure on employee performance is "weak".
3. The  $F$  test result for the effect of education on employee performance is 0.142. This value is also in the range of 0.02 to 0.15, which indicates that the influence of education on employee performance is "weak".

d) Q-Square

If the Q-Square value is greater than 0 (zero), then the model is considered to have a predictive relevance. The Q-Square value obtained in this study presented in Table 12:

**Table 12.  $Q^2$**

|                      | SSO    | SSE    | $Q^2 (=1 - SSE/SSO)$ |
|----------------------|--------|--------|----------------------|
| Employee Performance | 920,00 | 666,29 | 0,276                |

Source: Data Processed, 2025

The  $Q^2$  value is 0.276 which indicates that the model has predictive ability.

### Hypothesis Test Results

Path models in structural modeling should have a significant value that can be evaluated through bootstrapping. The Significant value referred to was evaluated by evaluating the parameter coefficient value and the t-statistic value obtained. The test results are presented in Table 13:

**Table 13. Hypothesis Testing Results**

|         | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STD EV) | P values |
|---------|---------------------|-----------------|----------------------------|-------------------------|----------|
| JA → EP | 0,457               | 0,458           | 0,060                      | 7,596                   | 0,000    |
| WT → EP | 0,271               | 0,277           | 0,055                      | 4,967                   | 0,000    |
| E → EP  | 0,284               | 0,285           | 0,063                      | 4,521                   | 0,000    |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance

Source: Data Processed, 2025

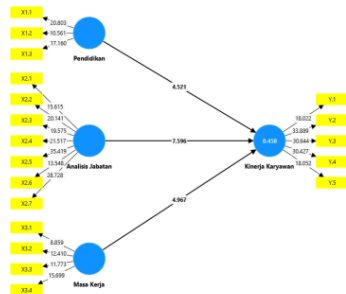
Hypothesis test results presented in Table 13, may be explained as follows:

1. Job Analysis on Employee Performance has an estimated value of 0.457. T-statistic value is 7.596 and p-value is 0.000, this result reflects that job analysis has a significant influence on employee performance at PLTU Asam-Asam. A good job

analysis helps employees to have a better understanding of their work expectations, which in turn allows them to work more effective and efficient. In addition, a well structured job analysis will also help companies to determine the criteria for selection, training and development of employees that are more in line with the organization's needs. Therefore, companies need to strengthen their job evaluation systems and ensure that their recruitment and promotion processes are based on objective and measured job analysis results.

2. The influence of work tenure on employee performance obtained an estimated value of 0.271. T-statistic obtained is 4.967 with a p-value of 0.000, which indicates that work tenure has a significant influence on employee performance at PLTU Asam-Asam. Employees with longer work tenure tend to have a better understanding of the work system and organizational culture, but without appropriate training, they may feel stagnation in their career development. Therefore, companies need to balance work experience with training and skills development programs to keep employees motivated, productive, and capable to keep up with technological changes and job demands that are continuous to evolve.
3. The influence of education on employee performance has an estimated value obtained is 0.284. T-statistic is 4.521 with p-value 0.000, which indicates that education has a significant influence on employee performance at PLTU Asam-Asam. However, despite its significant influence, it is important to realize that education alone is not enough without the appropriate skills that match job competencies in the company. Therefore, companies need to provide suitable training programs related to industry needs and also encourage employees to continue developing their competencies through continuing education, such as professional certifications, technology-based training, and leadership development programs, to ensure that the knowledge gained can be effectively implemented in the work environment.





**Figure 3. Bootstrapping Test**  
Source: Data Processed, 2025

#### Indirect Effect

Table 14. Indirect Effect

|                  | Path Coefficient | T-values | P-values |
|------------------|------------------|----------|----------|
| E x JA x WT → EP | 0.198            | 2.011    | 0.044    |

Note: E: Education, JA: Job Analysis, WT: Work Tenure, EP: Employee Performance

Source: Data Processed, 2025

Table 14 shows the coefficient value is 0.198 where the t-values are 2.011 > 1.97 and p-values are 0.044 < 0.05, these results indicate that Education, Job Analysis and Work Tenure have a positive and significant impact on Employee Performance.

#### Discussion

##### Education affects Employee Performance to Fill Structural Positions at PLTU Asam-Asam

Education is a factor which helps employees to gain a better understanding of their duties and responsibilities, enhances work efficiency, and provide the necessary skills to achieve targets. Research results found that education affects employee performance, which means that if education level match with the position possessed it contributes to improve employee performance or it can be interpreted that employees will become more confident and feel more competent in carrying out their duties when the formal education they have matches the position they hold. Thus, it can be concluded that education not only acts as a supporting factor, but also as a key element in improving employee performance, especially for structural positions at PLTU Asam-Asam.

Results of this study are aligned with (Basyit et al., 2020), which discovered that higher level of education possessed by employees, higher ability and quality possessed to achieve better positions and careers. Contrast with (Hamzali, 2024) who found that the level of education of employees does not affect

performance because many companies already set educational qualification requirements, to be able to join as employees.

##### Job Analysis affects Employee Performance for Filling Structural Positions at PLTU Asam-Asam

There is a significantly positive influence between Job Analysis and Employee Performance, which indicates that the preparation and evaluation of appropriate job analysis may increase both effectiveness and efficiency of employee performance, which eventually leads to a positive impact on overall work productivity. Factors that can influence such as proper equipment and technology make it easier to carry out tasks, and also increase employee motivation and comfort at work. Therefore, good management of work facilities should be a company priority to ensure employee productivity remains optimal.

This study is in line with research (Ismadinah et al., 2020) which states that leaders in a company should provide detailed methods of carrying out tasks in order to create a more optimal and efficient work path. Meanwhile, (Rusly et al., 2022) has discovered opposite results, which were caused by the perceptions of employees who considered that the placement of employee positions was not fully based on job analysis, but was influenced by other factors.

##### Work Tenure affects Employee Performance for Filling Structural Positions at PLTU Asam-Asam

Work Tenure significantly affects Employee Performance, the longer the tenure of an employee will make the greater the influence on improving performance. These findings support a theory that longer work experience gives employees the opportunity to understand their tasks better, increase efficiency, and adjust to the work environment optimally. A longer tenure allows employees to better explore the necessary skills and build positive working relationships with colleagues and superiors, which in turn contributes to improved overall performance. However, factors such as work stress which can reduce performance and doesn't recognize whether long or not the work tenure, so an effective stress management strategy is needed, such as providing time management training, improving work support facilities, and implementing employee welfare policies to create a more conducive work environment and support sustainable productivity. Research results are in line with (Jayanti & Dewi, 2021) research which shows that the longer employee work tenure produces high performance results, as evidenced in this study.

### Education, Job Analysis, and Work Tenure Affects Employee Performance to Fill Structural Positions at PLTU Asam-Asam

The combination of Education, Job Analysis, and Tenure factors can significantly increase employee performance. It indicates the higher educational background, the better the job analysis, and also the longer the employee's tenure, the more likely their performance will improve. Proper education provides the necessary knowledge and skills, good work analysis ensures tasks are managed efficiently, while a longer tenure allows employees to adjust to the job and work environment more optimally. Therefore, organizations need to constantly ensure that the work standards set are achieved properly.

### Conclusions and Implication

This research found that education, job analysis, and tenure have a significant influence on employee performance in filling structural positions at PLTU Asam Asam. The combination of Education, Job Analysis, and Tenure factors are interrelated and may work together to ensure that employees who fill structural positions have appropriate competencies, adequate experience, and a deep understanding of their duties and responsibilities.

Theoretically, this study contributes to the development of HRM theory, particularly in relation to how education, job analysis, and work tenure affect employee performance in the context of filling structural positions. The results of this study strengthen considerations that these three variables have an important role in improving employee performance. Therefore, it can be extended into broader theories regarding how competence and experience affect organizational effectiveness.

Practically, this research provides implications for HR management policy in companies, especially in terms of filling structural positions. Organizations should pay more attention to the connection between education, experience, and job analysis when choosing and promoting employees. The application of a more in-depth job analysis-based approach can help organizations ensure that employees promoted to structural positions have the appropriate competencies.

### Limitations

This research was conducted only at PLTU Asam-Asam, which implies the results of this research are limited to the conditions and characteristics of the organization. These conditions make the findings obtained not fully applicable to other organizations, especially in organizations with different industries or

organizational cultures. Generalization of the results of this study to other organizations needs to be done with caution.

### Recommendations

Future research is advised to extend the scope of the study to several other organizations, either in the same industry (energy) or other industries, to compare the effect of education, job analysis, and work tenure on employee performance in a more diverse context. This will provide a more comprehensive picture of the application of these factors in various organizations.

This study used a quantitative approach with a questionnaire as the main instrument, which limited the research results to quantitative analysis. Therefore, future researchers are advised to considering a combination of quantitative and qualitative approaches, to explore deeper employee perspectives and experiences related to the factors that influence their performance in structural positions.

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