ANALYZING THE INFLUENCE OF AGE, GENDER AND EDUCATIONAL BACKGROUND ON EMPLOYEE PERFORMANCE: AT NORTH SULAWESI ELECTION SUPERVISORY BODY

ANALISIS PENGARUH USIA, JENIS KELAMIN, DAN LATAR BELAKANG PENDIDIKAN TERHADAP KINERJA PEGAWAI: DI BADAN PENGAWAS PEMILU SULAWESI UTARA

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Abstract: This study examines the influence of age, gender, and educational background on employee performance at the Provincial Election Supervisory Board (BAWASLU) of North Sulawesi. Using a quantitative approach with a saturated sampling method involving 48 respondents, data were analyzed through multiple linear regression using SPSS. The results show that age has a significant and positive effect on employee performance, while gender and educational background have no significant effect. However, when tested simultaneously, age, gender, and educational background together have a significant impact on performance. These findings indicate that employee performance at Bawaslu is mainly influenced by age and experience, emphasizing the importance of managing workforce diversity in public institutions.

Keywords: Age, Gender, Educational Background, Employee Performance

Abstrak: *Penelitian ini bertujuan untuk menganalisis pengaruh usia, jenis kelamin, dan latar belakang pendidikan terhadap kinerja pegawai pada Badan Pengawas Pemilihan Umum (BAWASLU) Provinsi Sulawesi Utara. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sampling jenuh, melibatkan 48 responden. Data dianalisis menggunakan regresi linear berganda dengan bantuan program SPSS. Hasil penelitian menunjukkan bahwa variabel usia berpengaruh signifikan dan positif terhadap kinerja pegawai, sedangkan jenis kelamin dan latar belakang pendidikan tidak berpengaruh signifikan. Namun, secara simultan ketiga variabel tersebut berpengaruh signifikan terhadap kinerja pegawai. Temuan ini menunjukkan bahwa kinerja pegawai Bawaslu lebih banyak dipengaruhi oleh faktor usia dan pengalaman kerja, serta menekankan pentingnya pengelolaan keragaman tenaga kerja dalam lembaga publik.*

Kata Kunci: *Usia, Jenis Kelamin, Latar Belakang Pendidikan, Kinerja Pegawai*

INTRODUCTION

Research Background

The North Sulawesi Provincial Election Supervisory Body (Bawaslu) is a key public institution responsible for safeguarding the integrity of elections. Its duties range from supervising electoral processes and handling violations to resolving disputes, managing data, and encouraging public participation. These responsibilities require employees to work accurately, professionally, and efficiently across different divisions. As a result, employee performance becomes a crucial element in ensuring that Bawaslu can carry out its mandate effectively.

In carrying out its functions, Bawaslu relies on employees with diverse personal and professional backgrounds. Differences in age, gender, and educational background are clearly present within the organization and shape how employees approach their work. Age often relates to experience, maturity, and the ability to deal with complex situations, while younger employees may contribute fresh ideas and greater adaptability to technological

developments. Gender diversity can influence communication styles, teamwork, and decision-making processes, which are especially important in public institutions that emphasize fairness and accountability. Educational background also plays a vital role, as it affects employees' understanding of regulations, analytical abilities, and overall job competence. Given that Bawaslu's tasks are not limited to legal matters alone, employees from various academic disciplines are needed to support different organizational functions.

Although workforce diversity is commonly viewed as an organizational strength, it can also lead to differences in work performance if not well understood and managed. Variations in age, gender, and educational background may influence productivity, work quality, and how employees respond to job demands. This makes it important to examine whether and how these demographic characteristics actually affect employee performance within Bawaslu.

Previous studies have shown that demographic factors such as age, gender, and education influence employee performance in many organizational settings, including private companies and government institutions. However, research focusing on election supervisory bodies remains limited. Existing studies on Bawaslu tend to focus more on leadership, organizational culture, or the work environment, while the role of demographic characteristics has received relatively little attention. This indicates a gap in the literature, particularly in understanding how individual differences shape performance in institutions responsible for overseeing democratic processes.

Based on this gap, this study seeks to analyze the influence of age, gender, and educational background on employee performance at the North Sulawesi Provincial Election Supervisory Body. By focusing on these demographic factors, the study is expected to provide a clearer picture of how workforce diversity relates to performance in a public sector context. The findings are also expected to offer practical insights for Bawaslu in managing its human resources more effectively and ensuring that employee diversity contributes positively to organizational performance.

Research Objectives
The purpose of this research are:
1. Do age, gender, and educational background simultaneously influence employee performance at the Bawaslu North Sulawesi Province?
2. Does age influence employee performance at the Bawaslu North Sulawesi Province?
3. Does gender influence employee performance at the Bawaslu North Sulawesi Province?
4. Does educational background influence employee performaance at the Bawaslu North Sulawesi Province?

LITERATURE REVIEW

Human Resource Management
Human Resource Management (HRM) can be understood through the lens of Human Capital Theory by Becker (1964), which views employees as valuable organizational assets whose productivity can be enhanced through deliberate investments. Becker (1964) argues that education, training, and work experience represent forms of human capital investment that increase individual skills and efficiency, ultimately improving organizational performance. Within this framework, HRM plays a strategic role in planning, developing, and utilizing human resources to ensure that employees' knowledge and abilities are aligned with organizational objectives.

Age
As individuals grow older, they generally gain more work experience, job-related skills, and practical knowledge, which enhance their productivity and performance. Becker (1964) emphasizes that productivity tends to increase during the active working years as a result of learning and experience, although it may decline at later stages due to physical constraints or reduced adaptability. Thus, age reflects a balance between accumulated experience and work capacity.

Gender
Gender differences in the workplace can be explained through Social Role Theory by Eagly (1987), which posits that behavioral differences between men and women arise from socially constructed roles rather than inherent biological distinctions. Eagly (1987) argues that society assigns different expectations, responsibilities, and norms to men and women, which subsequently shape their attitudes, communication styles, and patterns of behavior in

organizational settings. These socially learned roles influence how individuals approach tasks, interact with colleagues, and respond to authority, thereby affecting work performance.

Educational Background

Educational background is the alignment between individual attributes and role expectations within organizations. Eagly & Karau (2002) explain that individuals tend to perform more effectively when their qualifications, competencies, and educational preparation are congruent with the demands and expectations of their roles. When educational background aligns with job requirements, employees are more likely to demonstrate confidence, competence, and effectiveness in task execution. Conversely, a mismatch between education and role expectations may lead to role strain and reduced performance.

Employee Performance

Employee performance is a performance in a function of individual motivation based on three key components: expectancy, instrumentality, and valence. Vroom (1964) argues that employees will exert higher levels of effort when they believe that their effort will lead to good performance (expectancy), that good performance will result in desired outcomes or rewards (instrumentality), and that these outcomes are valuable to them (valence). From this perspective, employee performance is not solely determined by ability, but also by the motivation to apply that ability in pursuit of valued goals.

Previous Research

Tjimuku & Atiku (2024) examined the effects of workplace diversity dimensions on employee performance in selected State-Owned Enterprises (SOEs) in Namibia. The research aims to provide insights into the influence of specific workplace diversity dimensions such as age, educational background, ethnicity, gender, and religion on employee performance in the context of SOEs in Namibia. A quantitative approach was adopted following a cross-sectional survey research design for data collection. Data was collected from 350 employees across various levels in the participating SOEs using a structured questionnaire. The data was analyzed using structural equation modelling with the aid of SmartPLS 4 for path analysis showcasing the effects of specific workplace diversity dimensions on employee performance in the participating SOEs. The findings indicate that age diversity and educational background diversity significantly influence employee performance in the participating SOEs. However, workplace dimensions such as gender, ethnicity, and religion exhibit no significant effect on employee performance

Mofokeng, Amoa-Gyarteng, & Dhliwayo (2025) examined how demographic factors—gender, age, education, and job grade—shape employee perceptions of Employee Performance Management Systems (EPMS), work motivation, and career advancement opportunities. Using a cross-sectional comparative design, data was collected from 153 operational employees at a South African alcoholic beverage manufacturer. Findings reveal that job grade significantly influences perceptions of EPMS effectiveness, motivation, and career advancement, whereas gender, age, and education show no significant effects.

Hapompwe, et al. (2020) assessed the impact of age and gender diversity on employee performance in an organisation. A descriptive research design was adopted with Zambia Compulsory Standards Agency (ZCSA) being the focus organisation which has a total of 103 employees from various units. Stratified and random sampling techniques were used to draw a sample size of 50 respondents from various hierarchical levels. The main data collection instruments were self-administered questionnaires and interview guides. The key findings of the study were that both age and gender diversity have a bearing on the performance of an employee and ultimately on the organisational output. It was ascertained that employees felt comfortable working with either older or younger employees. Others felt positive about being involved in teams that consist of employees with varying ages as this improved their performance. Furthermore, the study found out that gender diversity has a high predictive power on employee performance. On the other hand, organisations that create an inclusive environment for all employees irrespective of gender and create policies that eliminate discrimination from the workplace can greatly benefit from gender diversity. A significant relationship between gender diversity and work performance has shown that employees like to work with the opposite gender so long as they can carry out their job professionally.

Research Hypothesis

H₁: Age Diversity (X1), Gender (X2), and Educational Background (X3) simultaneously have a significant effect on Employee Performance (Y).

H₂: Age (X1) significantly effect Employee Performance at the Bawaslu Provincial Office in North Sulawesi

H₃: Gender (X2) significantly effect Employee performance at the Bawaslu Provincial Office in North Sulawesi

H$_4$: Educational Backgrounds (X3) has a significant effect on Employee Performance (Y).
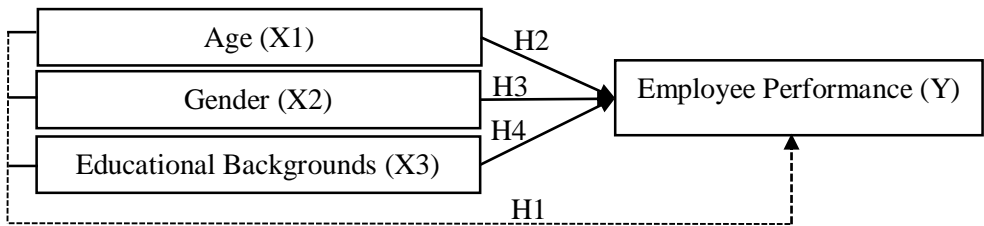
Conceptual Framework

Figure 1. Conceptual Framework
Source: Literature Review

RESEARCH METHOD

Research Approach

This study employs a quantitative approach with an explanatory research design to analyze the influence of age diversity, gender, and educational background on employee performance at the North Sulawesi Provincial Election Supervisory Body (Bawaslu). The quantitative approach is selected because it enables objective measurement and statistical analysis of relationships among variables. Meanwhile, the explanatory design is used to identify and explain causal relationships rather than merely describing phenomena

Population, Sample Size, and Sampling Technique

The population of this study consists of all employees of the North Sulawesi Provincial Election Supervisory Body (Bawaslu), totaling 48 individuals, comprising 32 male and 16 female employees. Given the relatively small population size, this research applies a census or total sampling technique, whereby all members of the population are included as respondents. Creswell &Creswell (2023) recommend a full census approach for populations of fewer than 100 participants to ensure comprehensive data collection and avoid the loss of important subgroup information. Conceptually, stratified random sampling is also relevant, as the population is heterogeneous in terms of age, gender, and educational background. Stratification enhances representativeness and reduces sampling error (Taherdoost, 2021). Furthermore, Saunders, Lewis, & Thornhill (2019) argue that total sampling improves data accuracy and minimizes sampling bias in organizational studies with limited populations.

Type of Data and Data Source

The type of data used in this research consists of both primary and secondary data. Primary data were obtained directly from the employees of the North Sulawesi Province Election Supervisory Body through structured questionnaires, while secondary data were gathered from internal documents such as employee records, demographic distributions, and organizational reports. Since this study employs a quantitative approach, the data are numerical in nature, including respondents' demographic characteristics such as age, gender, and educational background, as well as employee performance indicators measured through a Likert-scale questionnaire.

Data Collection Method

The data collection method applied in this study involves the use of structured, closed-ended questionnaires supported by documentation review. Documentation is used to verify demographic information and institutional records. The questionnaire employs a Likert scale to measure respondents' perceptions of age diversity, gender diversity, educational background, and employee performance indicators such as work quality, productivity, timeliness, and cooperation. According to Taherdoost (2022), questionnaires are effective instruments in quantitative research because they allow systematic data collection on abstract constructs. Saunders, Lewis, and Thornhill (2019) also highlight that questionnaires and documentation are appropriate techniques for collecting structured data in organizational and business research.

Operational Definition and Indicators of Research Variables
Table 1. Operational Definition and Indicators of Research Variables

Variable	Definition	Indicators
Age Diversity (X1)	Age diversity refers to the age composition and intergenerational dynamics among Bawaslu employees.	1. Age range in workgroups 2. Intergenerational interaction 3. Perceived benefits of age diversity 4. Age gap influence on collaboration
Gender (X2)	Gender diversity indicates gender balance and perceptions of inclusivity in Bawaslu.	1. Gender composition 2. Gender equity in task assignment 3. Inclusion in decision-making 4. Perceived fairness and opportunity
Educational Background (X3)	Educational background refers the variation of employees' education levels and relevance to their roles in Bawaslu	1. Level of education (high school, diploma, bachelor, master) 2. Relevance of education to job tasks 3. Educational diversity in the workplace
Employee Performance (Y)	Employee performance reflects how Bawaslu employees fulfill their duties and responsibilities.	1. Task completion 2. Work quality 3. Timeliness 4. Initiative and responsibility 5. Achievement of performance targets

Testing of Research Instruments
Validity and Reliability Test

Validity is assessed using item-total correlation analysis in SPSS, where questionnaire items are considered valid if the correlation coefficient (r) is equal to or greater than 0.30 and the significance value is below 0.05. This method aligns with Khanal & Chhetri (2024), who state that statistical validity testing is sufficient for survey-based research.

Reliability is tested using Cronbach's Alpha, with values equal to or greater than 0.70 indicating acceptable internal consistency. This approach confirms that the questionnaire produces stable and consistent measurements.

Data Analysis Method
Test of Classical Assumptions
1. Normality Test

The normality test is conducted to examine whether the residuals of a regression model are normally distributed. Common methods for testing normality include the Shapiro–Wilk, Kolmogorov–Smirnov, Anderson–Darling, or Jarque–Bera tests, as well as graphical approaches such as histograms and Q–Q plots of the residuals. If the significance value is greater than 0.05, the residuals are considered normally distributed.

2. HeteroscedasticityTest

The heteroscedasticity test is applied to determine whether the variance of residuals is constant (homoscedasticity) or varies across observations (heteroscedasticity). Commonly used detection methods is Glejser tests, along with residual scatterplots against predicted values. A p-value below 0.05 indicates the presence of heteroscedasticity.

3. Multicollinearity Test

The multicollinearity test is used to identify whether independent variables are highly correlated with each other, as strong correlations can lead to unstable regression coefficients and difficulties in interpretation. The most common indicators are the Variance Inflation Factor (VIF) and Tolerance values. A model is considered free from multicollinearity if the VIF is less than 10 and the Tolerance is greater than 0.1.

Multiple Linear Regression Analysis

Multiple regression analysis is a statistical method used to examine the relationship between more than one independent variable and a dependent variable. The application of multiple regression enables the identification of the extent to which each independent variable contributes to employee performance.

$$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + \varepsilon$$

Y   = Employee Performance.

X_1 = Age.
X_2 = Gender.
X3   = Educational Backgrounds
B_0 = Constant Or Intercept
$\beta_1, \beta_2, \beta_3$ = Regression Coefficients
E   = Is An Error Term Or Residual

Hypothesis Testing
T-Test (Partial Test) and F-Test (Simultaneous Test)

The t-test determines whether age diversity, gender, and educational background individually have a statistically significant influence on employee performance while the F-test assesses the overall significance of the regression model. All tests are conducted at a 5% significance level, following standard quantitative research procedures commonly applied in organizational and management studies (Saunders et al., 2019).

RESULT AND DISCUSSION

Research Result
Validity and Reliability Tests
Table 2. Validity Test Result

Variable	Indicator	Validity			Result
		r-count	r-table	sig	
Age (X1)	X1.1	0.439	0.284	0.002	Valid
	X1.2	0.763	0.284	0.000	Valid
	X1.3	0.844	0.284	0.000	Valid
	X1.4	0.567	0.284	0.000	Valid
Gender (X2)	X2.1	0.574	0.284	0.001	Valid
	X2.2	0.847	0.284	0.001	Valid
	X2.3	0.754	0.284	0.001	Valid
	X2.4	0.698	0.284	0.001	Valid
Educational Backgrounds (X3)	X3.1	0.597	0.284	0.001	Valid
	X3.2	0.825	0.284	0.001	Valid
	X3.3	0.698	0.284	0.001	Valid
Employee Performance (Y)	Y.1	0.678	0.284	0.001	Valid
	Y.2	0.675	0.284	0.001	Valid
	Y.3	0.820	0.284	0.001	Valid
	Y.4	0.887	0.284	0.001	Valid
	Y.5	0.782	0.284	0.001	Valid

Source: Data Processed by SPSS, 2025

The results indicate that all measurement items have item-total correlation values (r-count) greater than the critical r-table value and significance levels below 0.05. This confirms that all indicators are valid and capable of representing their respective constructs. Therefore, the research instrument meets the validity requirements and can be confidently used for further statistical analysis.

Reliability Test Result
Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Result
Age (X1)	0.767	Valid
Gender (X2)	0.787	Valid
Educational Backgrounds (X3)	0.773	Valid
Employee Performance (Y)	0.798	Valid

Source: Data Processed by SPSS, 2025

Based on the table 3, all variables have a Cronbach's Alpha value above 0.70: Age (0.767), Gender (0.787),

Educational Background (0.773), and Employee Performance (0.798). These results indicate that the research instrument used has good reliability, making it consistent in measuring each variable. Thus, in addition to being valid, your research instrument is also proven to be reliable, making it trustworthy for use in further analysis.

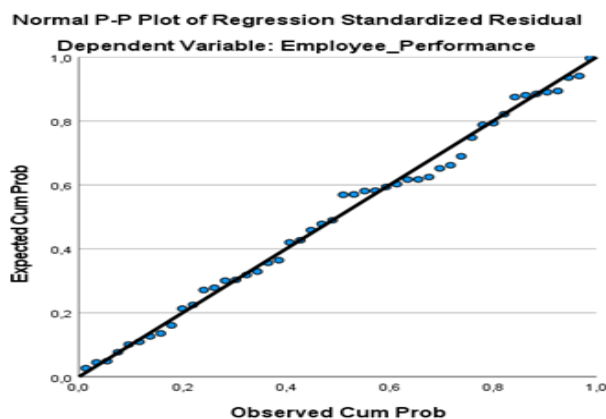**Test of Classical Assumptions**
Normality Test Result

Figure 2. Normality Test Result
Source: Data Processed by SPSS, 2025

The test results show that the residuals are normally distributed, as indicated by significance values greater than 0.05 and supported by graphical analysis. This finding confirms that the normality assumption is satisfied, allowing subsequent hypothesis testing using parametric statistical methods.

Heteroscedasticity Test
Table 4. Heteroscedasticity Test Result

		Coefficients				
	Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-2.552	1.944		-1.313	0.196
	Age	-,012	0.066	-0.027	-.175	0.862
	Gender	0.176	0.073	0.355	2.409	0.020
	Educational Backgrounds	0.039	0.085	0.071	0.458	0.649

a. Dependent Variable: Employee Performance
Source: Data Processed by SPSS, 2025

The results indicate significance values above 0.05, suggesting the absence of heteroscedasticity. This implies that the regression model fulfills the homoscedasticity assumption, ensuring that the estimated coefficients are unbiased and efficient.

Multicollinearity Test Result
Table 5. Multicollinearity Test Result

		Coefficients	
	Model	**Collinearity Statistics**	
		Tolerance	**VIF**
1	Age	0.818	1.223
	Gender	0.898	1.114
	Educational Backgrounds	0.811	1.233

a. Dependent Variable: Employee Performance
Source: Data Processed by SPSS, 2025

The results table 5 show that all tolerance values are above 0.10 and all Variance Inflation Factor (VIF) values are below 10. These findings indicate that multicollinearity is not present in the model, meaning that age diversity, gender, and educational background independently contribute to explaining employee performance.

Multiple Linear Regression Result
Table 6. Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,240	3,509		1,493	,143
	Age	,382	,119	,426	3,223	,002
	Gender	,130	,132	,125	,986	,329
	Educational Backgrounds	,265	,154	,229	1,720	,091

a. Dependent Variable: Employee Performance
Source: Data Processed by SPSS, 2025

The regression equation shows the relationship in the form of a formula. In this research, the regression equation can be written as follows:

$$Y = 5.240 + 0.382 + 0.130 + 0.265$$

The multiple linear regression equation above can be interpreted as follows:
a. The Age variable has a coefficient value (B) of 0.382 with a significance level of 0.002 (< 0.05), indicating a positive and significant effect on employee performance. This means that as employees grow older, they tend to gain more experience and responsibility, which positively contributes to improving their performance.
b. The Gender variable has a coefficient value (B) of 0.130 with a significance level of 0.329 (> 0.05). Although not statistically significant, the result still indicates a positive effect of gender on performance. This suggests that both male and female employees contribute equally to achieving organizational goals according to their respective roles and responsibilities.
c. The Educational Background variable has a coefficient value (B) of 0.265 with a significance level of 0.092 (> 0.05), showing a positive but not yet significant effect on employee performance. Employees with higher educational backgrounds tend to possess better analytical and problem-solving abilities, which indirectly enhance their performance within the organization.

Coefficient of Determination (R^2) Test Result
Table 7. R^2 Result

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	.877[a]	0.769	0.764	5.05046

a. Predictors: (Constant), E-WOM, Product Quality
b. Dependent Variable: Purchase Decision
Source: Data Processed by SPSS, 2025

Based on the table 7, the R value of 0.608 indicates a fairly strong relationship between the variables of Age, Gender, and Educational Backgrounds and Employee Performance. The R Square value of 0.370 means that 37% of the changes in employee performance can be explained by these three variables together. Meanwhile, the Adjusted R Square of 0.327 shows that after adjusting for the number of variables used, the research model is still able to explain around 32.7% of the variation in employee performance. This means that age, gender, and education have a real influence on performance, although there are still other factors outside this study that also play a role in determining employee performance.

Hypothesis Test
F-Test
Based on the ANOVA table 8, the calculated F-value is 8.616 with a significance of < 0.001, which is less than 0.05. This indicates that the variables of Age, Gender, and Educational Backgrounds simultaneously affect

Employee Performance. Thus, the regression model used in this study is appropriate and can explain the relationship between the three independent variables and employee performance at BAWASLU North Sulawesi Province.

Table 8. F-Test Result

ANOVAᵃ

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.966	3	39.655	8.616	<.000ᵇ
	Residual	202.513	44	4.603		
	Total	321.479	47			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant),Age, Gender, Educational Backgrounds
Source: Data Processed by SPSS, 2025

T-Test Result
            The t-test results in table 6 indicate that:
1. The Age variable has a significance value of $0.002 < 0.05$ and a t-value of 3.223, which means that age has a significant effect on employee performance. This means that the older the employee, the more work experience they have, which has a positive impact on work productivity.
2. The Gender variable has a significance value of $0.329 > 0.05$ and a t value of 0.986, indicating that gender does not have a significant effect on employee performance. This means that both men and women have the same opportunities and abilities to improve their performance.
3. The test results show that the Educational Backgrounds variable has a positive coefficient value of 0.265 with a significance value of 0.092. This indicates that educational background has a positive effect on employee performance. This means that the higher the level of education of employees, the better their ability to understand tasks, complete work effectively, and adapt to organizational changes.

Discussion
The Influence of Age on Employee Performance
            The findings of this study reveal that age has a positive and significant effect on employee performance at Bawaslu North Sulawesi. Older employees tend to display higher stability, responsibility, and commitment, reflecting greater maturity and experience in decision-making and conflict resolution. Liu et al. (2023) emphasized that older employees' accumulated knowledge and institutional understanding are crucial for effective performance in public institutions. However, younger employees in Bawaslu also play an equally important role by bringing fresh perspectives, technological adaptability, and a willingness to take initiative, which are essential in responding to new challenges such as digital election monitoring and data management.

The Influence of Gender on Employee Performance
            The analysis further shows that gender diversity has a positive and meaningful influence on employee performance at Bawaslu, even if its effect is not as dominant as education or age. The results reflect the principles of Social Role Theory (Eagly, 1987), which explains that men and women typically assume different but complementary roles within the workplace. Men often excel in tasks that require assertiveness, field coordination, and direct supervision, while women contribute exceptional precision, empathy, communication, and administrative management. Both roles are vital for the balanced functioning of an organization like Bawaslu, which requires both technical rigor and public engagement. By valuing both male and female contributions, Bawaslu can enhance communication flow, teamwork harmony, and collective accountability key aspects of institutional performance and credibility.

The Influence of Educational Backgrounds on Employee Performance
            Among the three independent variables, educational background was found to have the most dominant and statistically significant effect on employee performance. This result aligns with Human Capital Theory (Becker, 1964), which asserts that education represents an investment that increases workers' skills, knowledge, and efficiency. Employees with higher and more relevant educational qualifications especially those in law, public administration, and political sciencedemonstrate better understanding of electoral regulations, data management, and legal frameworks essential for Bawaslu's supervisory functions. The finding also aligns with Matondang & Sugiarto (2024), who found that educational diversity promotes analytical thinking, innovation, and adaptability to

organizational change. In Bawaslu, where tasks involve not only technical oversight but also public communication, employees from varied educational backgrounds provide diverse expertise that improves institutional responsiveness and transparency.

CONCLUSION AND RECOMMENDATION

Conclusion

This study concludes that:

1. Age and educational background significantly influence employee performance at the North Sulawesi Provincial Election Supervisory Body.
2. Gender does not have a significant effect.
3. Simultaneously, age, gender, and educational background collectively influence employee performance. These findings highlight the importance of considering demographic factors in human resource management within public sector organizations.

Recommendations

Based on these findings, several recommendations are proposed:

1. Bawaslu North Sulawesi Province is encouraged to consider age and educational background in employee placement and development strategies to ensure alignment between employee competencies and job requirements, thereby enhancing overall organizational performance.
2. The Human Resources Department is advised to design training and development programs tailored to employees' age characteristics and educational backgrounds, enabling optimal utilization of individual potential and improving performance outcomes.
3. Future studies are recommended to incorporate additional variables such as work motivation, organizational culture, or leadership to broaden the understanding of factors influencing employee performance, particularly in public sector and electoral supervisory institutions.

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