THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, EMPLOYEE COMMITMENT AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE IN PUBLIC WORKS AND SPACE PLANNING IN KARIMUN REGENCY

Syahril[1], Muammar Khaddafi[2], Hasudungan Hutasoit[3], Andykhatria[4], Mohamad Almansa Fitra[5], I Wayan Catra Yasa[6]

Faculty of Economics, Department of Management, University of Batam
E-mail: [1]syahril.dpu@gmail.com

Abstract

This study aims to determine: (1) the influence of work discipline on employee performance at the Public Works and Spatial Planning Office of Karimun Regency, (2) the influence of work motivation on employee performance at the Public Works and Spatial Planning Office of Karimun Regency, (3) the influence of employee commitment on employee performance at the Public Works and Spatial Planning Office of Karimun Regency, (4) the influence of work experience on employee performance at the Public Works and Spatial Planning Office of Karimun Regency, (5) the influence of work discipline on work motivation at the Public Works and Spatial Planning Office of Karimun Regency, (6) the influence of work discipline on employee commitment at the Public Works and Spatial Planning Office of Karimun Regency, (7) the influence of work discipline on work experience at the Public Works and Spatial Planning Office of Karimun Regency, (8) the influence of work motivation on employee commitment at the Public Works and Spatial Planning Office of Karimun Regency, (9) the influence of work motivation on work experience at the Public Works and Spatial Planning Office of Karimun Regency, (10) the influence of employee commitment to work experience at the Public Works and Spatial Planning Office of Karimun Regency, (11) the influence of work discipline, work motivation, employee commitment and work experience on employee performance at the Public Works and Spatial Planning Office of Karimun Regency, (12) the influence of work discipline on work motivation through the performance of employees at the Public Works and Spatial Planning Office of Karimun Regency. This research uses quantitative research with associative methods. The data collection techniques in this study were questionnaires and interviews. The sampling technique used was probability sampling technique, namely stratified random sampling in the Public Works and Spatial Planning Office of Karimun Regency with a total of 66 respondents. The validity and reliability of the questionnaire data have been tested.

Keywords**: *Work Discipline, Work Motivation, Employee Commitment, Work Experience, Employee Performance.***

1. INTRODUCTION

According to Hasibuan (2016, p.193) discipline is the most important HR operative function because the better employee discipline the higher work performance they can achieve. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. Discipline is the awareness and willingness of a person to obey all agency regulations made by management that remember members of the agency so that all employees can be carried out either with their own awareness or by coercion. Someone who has discipline tends to work in accordance with the rules and obligations imposed on him. So discipline is a serious obedience supported by the awareness to carry out its duties and obligations and behave that should apply in a certain environment.

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Pamela & Oloko (2015) Motivation is the key of a successful organization to maintain work continuity in the organization with a strong way and help to survive.. Motivation is giving them proper guidance or direction, resources and rewards so that they are inspired and interested in working the way you want them to. Motivation is a process that begins with a need in humans that creates emptiness in a person (Chukwuma & Obiefuna, 2014). Motivation is a process where the needs of the needs encourage a person to carry out a series of activities that lead to the achievement of certain goals.

Employee Commitment is a process where the need to encourage someone to carry out a series of activities that lead to the achievement of certain goals. Work commitment is an exchange relationship between individuals and work organizations. The individual binds himself to the organization where he works in return or the salary and other benefits he receives from the organization concerned. The form of attitude orientation is the ability to identify organizational conditions, a willingness to be actively involved, to have a sense of loyalty and belonging to the organization (Kast, Fremont & James, 1996: 714).

According to Akhmad (2014: 53) Work experience is one of the determinants in providing someone's income at work, where work experience is measured based on the length of time a person carries out his duties according to the field he is engaged in. Employees who have sufficient work experience in their field of work tend to be faster and more accurate in completing the tasks for which they are responsible. Work experience for an employee is important. The work experience possessed by an employee can be used as the basis for the organization in making plans for employee career development.

Employee performance is a very important factor for an agency. Performance as a manifestation of an employee's work behavior which is shown as work performance in accordance with its role in an agency within a certain period of time. This is because employee performance determines the success and survival of the agency. In every organization, humans are one of the most important components in bringing the organization to life. This must be supported by good performance because without good performance, the organization will not achieve its goals. Therefore, organizations need to respect all aspects of employees in order to create quality human resources with superior performance (Bruce, 2014). The quality of human resources greatly affects the performance of an agency.

2. IMPLEMENTATION METHOD

The research location is in Karimun Regency, Riau Islands Province, Indonesia, involving employees who work at the Public Works and Spatial Planning Office in the area. In collecting data for quantitative analysis, this study uses questionnaires and interviews. The sample in this study were 66 civil servants. This study uses variance-based tools, Structural Equation Modeling (SEM) techniques or better known as SEM PLS (Partial Least Square) and is assisted by SMART PLS 33.3.M3 software.

The data collection technique uses the proportionate stratified random sampling technique where the technique is used when the population has members / elements that are not homogeneous and proportionally stratified.

Structural Equation Modeling with Partial Least Square (SEM-PLS) is an alternative technique in SEM analysis where the data used does not have to have a multivariate normal distribution. In SEM with PLS the value of the latent variable can be estimated according to the

linear combination of the manifest variables associated with a latent variable and is treated to replace the manifest variable. According to Monecke & Leisch (2012) in Sarwono and Narimawati (2015: 6), SEM with PLS consists of two components, namely:

a. The measurement model (outer model) The measurement model or the outer model describes the relationship between the latent variable and its manifest variable (indicator). In the outer model, there are two types of models, namely the formative indicator model and the reflexive indicator model. The reflexive model occurs when the manifest variable is influenced by latent variables, while the formative model assumes that the manifest variable affects the latent variable with the direction of causality flowing from the manifest variable to the latent variable;

b. Weighting scheme. (weight relation) This third part is a special feature of SEM with PLS and does not exist in covariance-based SEM. According to Abdillah and Jogiyanto (2015: 153), the weight relation score shows the relationship between the value of the variance between the indicator and the latent variable.

3. RESULTS AND DISCUSSION
3.1 Results
1. Structural Model Design (Inner Model)

Description of the latent variables and their manifest variables are as follows: 1) The exogenous latent variable of Work Discipline (X1) has seven manifest variables (indicators). 2) Exogenous latent variable Work Motivation (X2) has five manifest variables (indicators). 3) Exogenous latent variable Employee Commitment (X3) has six manifest variables (indicators). 4) The exogenous latent variable Work Experience (X4) has five manifest variables (indicators). 5) Endogenous latent variables Employee Performance Process (Y) has five manifest variables (indicators). When evaluating the measurement model for respondents to employees at the Public Works and Spatial Planning Office, the indicators used are all valid and reliable. So that a suitable structural model is obtained for this study, namely as follows :

Figure 1 Research Model Design
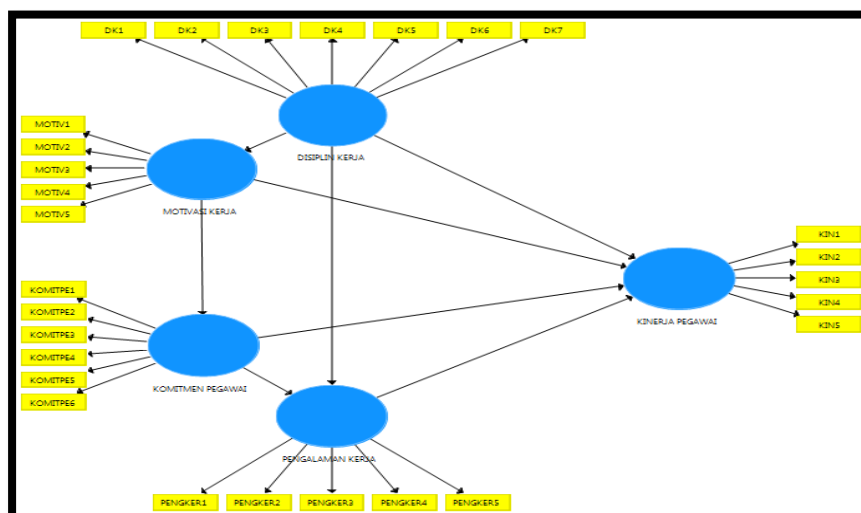
2. The measurement model of the research construct (Outer model)

The evaluation of the measurement model consists of three stages, namely the convergent validity test, the discriminant validity test and the composite reliability test.

3. Convergent Validity Test

Convergent Validity Test Validity testing for reflective indicators can be done by using the correlation between the indicator score and the construct score. Measurements with reflective indicators show that there is a change in an indicator in a construct when other indicators in the same construct change. Following are the results of calculations using the PLS 3.0 smart computerprogram.

Table 1 Output Result for Outer Loading

	Discipline	Motivation	Commitment	Experience	Performance
DK1	-1.240				
DK2	0.870				
DK3	1.723				
DK4	1.999				
DK5	1.993				
DK6	1.265				
DK7	1.645				
MOTIV1		0.616			
MOTIV 2		0.664			
MOTIV 3		0.291			
MOTIV 4		0.442			
MOTIV 5		0.229			
MOTIV 6		0.623			
KOMITPEG1			1.501		
KOMITPEG2			0.901		
KOMITPEG3			2.266		
KOMITPEG4			2.642		
KOMITPEG5			1.853		
PENGALAMAN 1				0.192	
PENGALAMAN 2				0.179	
PENGALAMAN 3				0.793	
PENGALAMAN 4				0.730	
PENGALAMAN 5				0.566	
KIN1					0.943
KIN2					0.566
KIN3					0.673
KIN4					0.734
KIN5					0.883

According to Chin (1998) in Sugiyono (2015: 28), a correlation can be said to meet convergent validity if it has a loading value greater than 0.5. The output shows that the loading

factor provides a value above the recommended value of 0.5. So that the indicators used in this study have met the convergent validity.

4. Discriminant Validity Test

For reflective indicators, it is necessary to test the validity and discriminant validity by comparing the values in the cross loading table. An indicator is declared valid if it has the highest loading factor value for the construct in question compared to the loading factor value for other constructs.

Figure 2 Output Cross Loading

	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (| O/ST...	P Values
DK1 <- DISIPLIN KERJA	-0.720	-0.537	0.517	1.394	0.166
DK2 <- DISIPLIN KERJA	0.953	0.803	0.522	1.825	0.071
DK3 <- DISIPLIN KERJA	0.953	0.803	0.522	1.825	0.071
DK4 <- DISIPLIN KERJA	-0.720	-0.537	0.517	1.394	0.166
DK5 <- DISIPLIN KERJA	-0.446	-0.353	0.363	1.230	0.222
DK6 <- DISIPLIN KERJA	0.953	0.803	0.522	1.825	0.071
DK7 <- DISIPLIN KERJA	0.953	0.803	0.522	1.825	0.071
KIN1 <- KINERJA PEGAWAI	-0.820	-0.675	0.512	1.602	0.112
KIN2 <- KINERJA PEGAWAI	0.586	0.529	0.281	2.083	0.040
KIN3 <- KINERJA PEGAWAI	0.881	0.792	0.388	2.273	0.025
KIN4 <- KINERJA PEGAWAI	-0.820	-0.675	0.512	1.602	0.112
KIN5 <- KINERJA PEGAWAI	0.881	0.792	0.388	2.273	0.025
KOMITPE1 <- KOMITMEN PEGAWAI	0.927	0.764	0.541	1.715	0.089
KOMITPE2 <- KOMITMEN PEGAWAI	-0.484	-0.381	0.371	1.304	0.195
KOMITPE3 <- KOMITMEN PEGAWAI	-0.768	-0.551	0.557	1.377	0.171
KOMITPE4 <- KOMITMEN PEGAWAI	0.927	0.764	0.541	1.715	0.089
KOMITPE5 <- KOMITMEN PEGAWAI	-0.768	-0.551	0.557	1.377	0.171
KOMITPE6 <- KOMITMEN PEGAWAI	0.927	0.764	0.541	1.715	0.089

5. Reliability Test

Table 3 Latent Variable Reliability Test

Construct	Composite Reliability	Cronbach Alpha	Notes
Discipline	0,720	0,689	reliable
Motivation	0,820	0,868	reliable
Commitment	0,768	0,688	reliable
Experience	0,927	0,675	reliable
Performance	0,881	0,973	reliable

Table 3.2 shows that all latent variables measured in this study have a Composite Reliability value above 0.7, which means that it indicates a satisfactory value, and the recommended Cronbach Alpha value is a value above 0.6 so that it can be said that all latent variables are reliable.

6. Evaluation of the Structural Model (Inner model)

Evaluation of the structural model in SEM with PLS is done by performing the R-squared (R2) test and significance test through the path coefficient estimation.

7. R2 Testing

Table 4 R-Square Values

Variable	R-Square
Discipline	0,766
Motivation	0,684
Commitment	0,825
Experience	0,693

The value of R-squared (R2) is used to measure how much influence a certain independent latent variable has on the dependent latent variable. According to Chin (1998) in Sugiyono (2015: 28), in principle this study uses 4 independent variables, namely variables of Work Discipline, Work Motivation, Employee Commitment and Work Experience, where the independent variable can explain the relationship with the dependent variable, namely, the employee performance variable (PERF). Table 3.3 shows that the R-square value for the Discipline variable is 0.766, which means that it has a value greater than 0.67, the Motivation value is 0.684 which means it has a value greater than 0.67, the Commitment value is 0.825, which means it has a value greater than 0.67. and for the Experience variable it was obtained 0.693, which means it has a value greater than 0.67. So it can be said that the modeling formed is categorized as a good model.

8. Significance Test

The significance test in the SEM model with PLS aims to determine the effect of exogenous variables on endogenous variables. Hypothesis testing using the SEM PLS method is carried out by carrying out the bootstrapping process with the help of the SmartPLS 3.3.3.M3 program. Therefore, the relationship between exogenous variables and endogenous variables is obtained as follows :

Figure 3 Output Bootstrapping
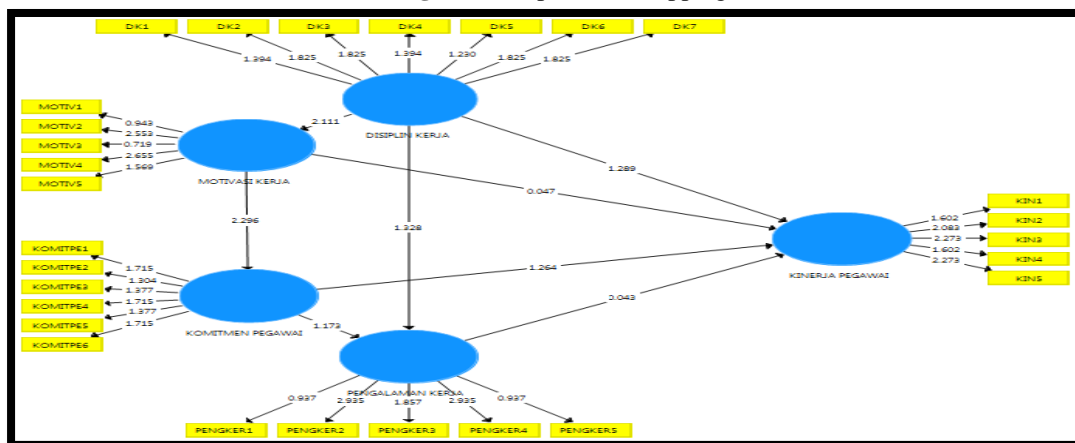
3.2 Discussion

From the results of the significance test, there are several variables that represent other variables in the following discussion:

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X1 to the endogenous Y t-values = <1.96 and it can be concluded that the employee work discipline variable has a significant positive effect on the performance variable directly. This shows that an employee who has high discipline tends to have a good performance with his organization. Discipline that is formed in employees without coercion creates good things by obeying all applicable regulations in the organization and will reach psychological maturity so that it creates a sense of satisfaction in a person.

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X2 to the endogenous Y t-values = <1.96 and it can be concluded that the employee work motivation variable has a significant positive effect on the performance variable directly. Performance is a function of motivation in line with the theory of Wibowo (2013), the implementation of performance is carried out by human resources who have self-motivation and interests. This is supported by empirical studies from Adji and Awar.

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X3 to the endogenous Y t-value = <1.96 and it can be concluded that the work commitment variable has a significant positive effect on the performance variable directly. Commitment relates to work in various forms such as employment, career, professional, organizational, and so on. In the context of the discussion of this commitment, it is focused on one construct of organizational commitment that will relate to the performance of these employees.

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X4 to the endogenous Y t-values = <1.96 and it can be concluded that the employee experience variable has a significant positive effect on the performance variable directly. In order to assign employees to a leader, it is necessary to consider several factors that may affect the survival of the company. One of the factors that need to be considered is work experience because work experience is a basis or reference for an employee to be able to position himself appropriately, to take risks, to be able to face challenges with full responsibility and to be able to communicate well with various parties to maintain productivity, performance and produce individuals who are competent in their fields.

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variables X1, X2, X3 and the X4 variable on the endogenous Y t-values = <1.96 and it can be concluded that the variables of Work Discipline, Work Motivation, Employee Commitment and Work Experience has a significant positive effect on the Employee Performance variable directly. This indicates that Work Discipline, Work Motivation, Employee Commitment and Work Experience can have an impact or lead to an increase in employee performance. An agency or company needs good work discipline so that it can produce good employee performance as well as help the agency to achieve agency goals and be able to advance the agency, as well as work motivation, employee commitment and good work experience will encourage employees to work more enthusiastic and better so that the results will also be good.

The results of statistical calculations can be stated that H0 is accepted and Ha is rejected because the value of the exogenous variable X1 and the value of the intervening variable X2 on the

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endogenous Y t-values => 1.96 and it can be concluded that the employee work discipline variable does not have a significant positive effect on the performance variable. directly through work motivation variables. The results of the study have implications for increasing work discipline, work motivation, employee commitment and organizational work experience and employee performance, especially in the Public Works and Spatial Planning Office of Karimun Regency. Attention and renewal of work facilities needed by employees are important for employee comfort and support for employees at work. By giving awards to employees who have high work discipline, good work motivation, good employee commitment and are encouraged by good employee work experience, this agency can create excellent performance and will become an example for other agencies so that the agency's goals will be achieved.

4. CONCLUSION

Based on the research results, there are twelve conclusions that are relevant to the problems studied in this study. First, Work discipline has a positive and significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Karimun Regency. Second, Work motivation has a positive and significant effect on the performance of the employees of the Public Works and Spatial Planning Office in Karimun Regency. Third, Employee commitment has a positive and significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Karimun Regency. Fourth, Work experience has a positive and significant effect on the performance of the employees of the Public Works and Spatial Planning Office of Karimun Regency, Fifth, There is no positive and significant influence between work discipline variables on work motivation at the Public Works and Spatial Planning Office of Karimun Regency. Sixth, There is no positive and significant influence between work discipline variables on employee commitment at the Public Works and Spatial Planning Office of Karimun Regency. Seventh, There is no positive and significant influence between work discipline variables on work experience at the Public Works and Spatial Planning Office of Karimun Regency. Eighth, There is no positive and significant influence between work motivation variables on employee commitment at the Public Works and Spatial Planning Office of Karimun Regency. Ninth, There is no positive and significant influence between work motivation on work experience at the Public Works and Spatial Planning Office in Karimun Regency. Tenth, Employee commitment has a positive and significant effect on work experience at the Public Works and Spatial Planning Office in Karimun Regency. Eleventh, There is a positive and significant influence between work discipline variables, work motivation, employee commitment and work experience on employee performance at the Public Works and Spatial Planning Office of Karimun Regency. Twelfth There is no positive and significant influence between work discipline variables on work motivation through employee performance at the Public Works and Spatial Planning Office of Karimun Regency.

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