

THE INFLUENCE OF WORK EXPERIENCE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF LABUHANBATU DISTRICT.

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ABSTRACT

This study aims to determine whether Work Experience and Organizational Commitment affect Performance through Motivation as an intervening variable in employees of the Population and Civil Registration Office of Labuhanbatu Regency. The population of this study was 33 people with the sampling technique in the form of saturated samples. Data collection techniques using primary data in the form of questionnaires and secondary data through documentation studies. Data analysis techniques using quantitative data processed with the SPSS version 25 program, namely the t test, sobel test and path analysis. The results in this study indicate 1) there is a positive and significant influence between Work Experience on Motivation, 2) there is a positive and significant influence between Organizational Commitment on Motivation, 3) there is a positive and significant influence between Work Experience on Performance, 4) there is a positive and significant influence between Organizational Commitment on Performance, 5) there is a positive and significant influence between Motivation on Performance, 6) there is an influence between Work Experience on Performance through Motivation as an intervening variable, 7). There is an influence between Organizational Commitment on Performance through Motivation as an intervening variable.

Keywords: Performance, Organizational Commitment, Motivation, Work Experience.

INTRODUCTION

The development of the global economy has made changes to the business environment in the company, including a shift that is characterized by increased employee performance in the company. Improving employee performance is inseparable from human resource management, in addition to other important factors such as assets and capital. according to Moeheriono (2010: 113). Every company is required to continuously improve the quality of its human resources. Quality human resources are human resources who have good skills, abilities, knowledge and attitudes at work. With good and professional human resource management arrangements by the company, it is hoped that employees will be able to work professionally as well in carrying out their duties and obligations.

The achievement of organizational goals depends on the good and bad performance of employees. Performance is a view of the level of achievement of the implementation of an activity program or policy to realize the goals, objectives, vision and mission of a company or organization as outlined through strategic planning. Employees with good performance can carry out the tasks assigned to them, understand the relationship between their work and the tasks of others, understand the company's targets, and are able to overcome the difficulties faced in carrying out their duties. One of the factors that can affect employee performance is work experience. Work experience is obtained in employees who have had more working hours which are expected to have a variety of experiences in solving various problems (Rahmawati, 2016). Apart from experience, the factor that affects employee performance is organizational commitment. According to Robbins (2008), organizational commitment is when an employee has a tendency to side with a particular organization and has a

goal to remain a member of that organization. Effective and directed use of labor is the key to improving employee performance. Efforts to create good employee performance are not easy, because in reality there are still many workers who have not mastered their management skills and expertise in their work. The cause, among others, is a lack of work experience. As a result of this incident, the company must provide teaching staff to train these employees so that these employees understand and understand every job they will do where this will take time and money. Another problem that also often arises in companies besides work experience is the educational background of an employee in a company.

Therefore, the researcher raised the title "**The Effect of Work Experience and Organizational Commitment on Employee Performance Through Motivation as an Intervening Variable at the Population and Civil Registration Office of Labuhanbatu Regency.**"

LITERATURE REVIEW

According to Wibowo (2017), performance is about doing work and the results achieved from that work. According to Rachmawati (2017), performance is the real behavior shown by employees as work performance produced by employees in accordance with their role in an organization. According to Yulianto (2020) there are five indicators used to measure the performance of an employee, these indicators are Quality, Quantity, Timeliness, Effectiveness and Independence.

According to Notoatmojo in Saparwati (2012). Experience is an observation that is a combination of sight, smell, hearing and past experience. According to Sutrisno (2010), work experience is a basis or reference for an employee to be able to place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility and be able to communicate well with various parties to maintain productivity, performance and produce competent individuals in their fields.

According to Foster (2011), work experience indicators are Length of Time / Period of Work, Lack of Skills and Mastery of Work and Equipment.

According to Luthans (2006), organizational commitment is a strong desire to remain as a member of a particular organization, the desire to try hard in accordance with the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process by which organizational members express their concern for the organization and its continued success and progress. According to Kreitner and Kinicki (2014), there are three indicators of organizational commitment, namely: Affective Commitment, Continuing Commitment and Normative Commitment.

According to Sutrisno (2016), motivation is a result of a person's interaction with certain situations he faces. For this reason, there are differences in the strength of motivation shown by a person in facing the same situation. In fact, a person will show certain encouragement in dealing with different situations and at different times. According to Sedarmayanti (2015), work motivation indicators are as follows: *Salary*, *Supervision*, *Working relationship*, *Recognition* and *Achievement*.

Based on research conducted by Umbu Tagela, Herry Sanoto, and Mila Chrismawati Paseleng (2023) with the title *Correlation of Work Experience, Welfare with Work Motivation of Private High School Teachers*, the research results show that there is a significant relationship between work experience and work motivation.

Based on research conducted by Sholihat Seftiani, Afridha Sesrita, and Irman Suherman (2020) with the title *The Effect of Teacher Professionalism on the Motivation of Public Elementary School Students*, the research results show that there is an influence of teacher professionalism on student learning motivation at Cijujung 03 State Elementary School where the magnitude of the influence of teacher professionalism on student learning motivation is 13.4%, while 86.6% is influenced by other factors. Based on research conducted by Komang Nonik Jayanti and Komang Trisna Sari Dewi (2021) with the title *Impact of Working Period, Work Experience, Work Ability on Employee Performance*, the research results show that Work Experience affects Employee Performance at PT Saka Agung Abadi Singaraja Branch by 12.8%. Based on research conducted by Muhamad Sweeto Putro (2020) with the title *The Effect of Motivation, Organizational Commitment, and Job*

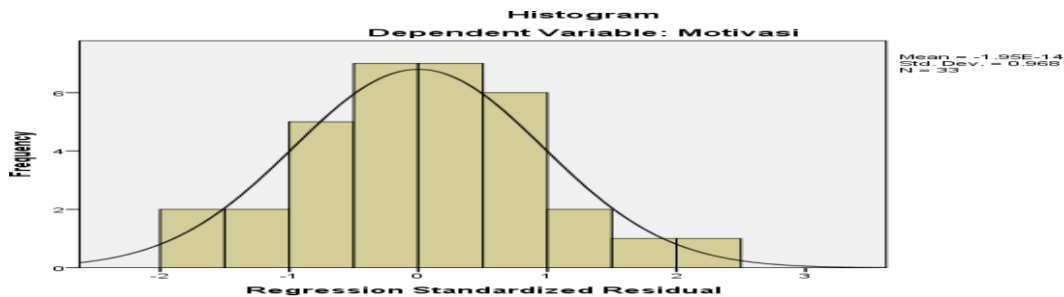
Satisfaction on Employee Performance at Bank Jatim Dr. Soetomo Surabaya Branch Office, the results showed that motivation has no significant effect on employee performance, organizational commitment has a significant effect on employee performance, and job satisfaction has no significant effect on employee performance. Based on research conducted by Jimmy Hansen Manalu (2019) with the title The Effect of Motivation and Training on Employee Performance at PT. Gutji Swarnadwipa Medan Branch, the results showed that there was a partial and simultaneous influence between motivation and training on performance.

METHODS

The approach in this study is to use an associative approach, an associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). In this study, the independent variable X1 is Work Experience, X2 is Organizational Commitment, Z is Motivation and the dependent variable Y is Performance.

RESULTS

Normality Test



The results of the histogram graph in the figure above show that the residual data is normally distributed as seen from the almost perfect bell-shaped image (symmetrical).

Multicollinearity Test

Coefficients^a

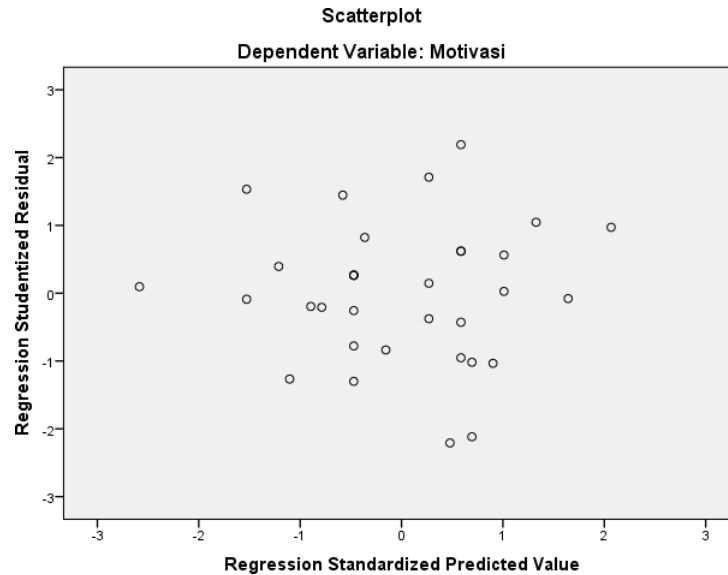
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.803	.497		31.774	.000		
	Work Experience	.229	.034	.705	6.757	.000	.956	1.046
	Organizational Commitment	.098	.033	.313	2.997	.005	.956	1.046

a. Dependent Variable: Motivation

Source: Primary Data Processed, 2024

The results of multicollinearity testing can be seen that the VIF and tolerance values so that it can be concluded that there is no multicollinearity so that the model has met the classical assumption requirements in regression analysis.

Heteroscedasticity Test



The scatterplots graph in the figure above shows that the points spread randomly and are spread both above and do not form a certain regular pattern so it is concluded that there is no heteroscedasticity in the regression model which overall shows that the regression model meets the requirements of the classical assumption test.

Path Analysis of Direct Effect

To calculate the direct effect or DE, the following formula is used:

1. The influence of the Work Experience variable (X1) on Performance (Y) is 0.446
2. The influence of the Organizational Commitment variable (X2) on Performance (Y) is 0.735

Indirect Effect Path Analysis (IDE)

To calculate the indirect effect or IDE, the following formula is used:

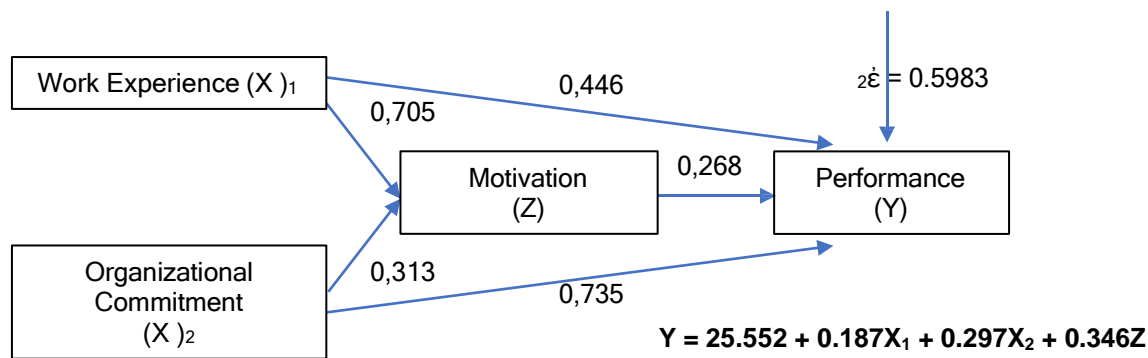
1. The influence of the Work Experience variable (X₁) on Performance (Y) through Motivation (Z), namely $0.705 \times 0.268 = 0.188.876$
2. The effect of the Organizational Commitment variable (X2) on Performance (Y) through Motivation (Z), namely $0.313 \times 0.268 = 0.083$

Path Analysis of Total Effect

Based on the explanation above, a path diagram can be drawn on

1. The influence of the Work Experience variable (X1) on Performance (Y) is $0.446 + 0.188 = 0.634$.
2. The effect of the Organizational Commitment variable (X2) on Performance (Y) is the direct effect plus the indirect effect, namely $0.735 + 0.083 = 0.818$.

Based on the explanation above, the following path diagram can be drawn:



DISCUSSION

The Work Experience variable has a positive and significant effect on Motivation at the Population and Civil Registration Office of Labuhanbatu Regency. The Work Experience variable has a regression coefficient value of 0.229, indicating that if the Work Experience increases by 100%, it will increase Motivation by 22.9%. Based on the results of the sobel test calculation, it is known that the test statistic value is $1.987 > 1.96$ with a significance of $0.045 < 0.05$, it can be concluded that the Motivation variable is able to mediate the relationship between the effect of Work Experience on Performance. Thus it can be said that Work Experience has an influence in improving Performance if done through Motivation.

The Organizational Commitment variable has a positive and significant effect on Motivation at the Population and Civil Registration Office of Labuhanbatu Regency. The Organizational Commitment variable has a regression coefficient value of 0.098, indicating that if the Organizational Commitment increases by 100%, it will increase Motivation by 9.8%.

Based on the results of the sobel test calculation, it is known that the test statistic value is $2.279 > 1.96$ with a significance of $0.020 < 0.05$, it can be concluded that the Motivation variable is able to mediate the relationship between the influence of Organizational Commitment on Performance. Thus it can be said that Organizational Commitment has an influence in improving Performance if done through Motivation.

The Work Experience variable has a positive and significant effect on performance at the Population and Civil Registration Office of Labuhanbatu Regency. The Work Experience variable has a regression coefficient value of 0.187, indicating that if the Work Experience increases by 100%, it will increase performance by 18.7%.

The Organizational Commitment variable has a positive and significant effect on performance at the Population and Civil Registration Office of Labuhanbatu Regency. The Organizational Commitment variable has a regression coefficient value of 0.297, indicating that if the Organizational Commitment increases by 100%, it will increase performance by 29.7%.

Motivation variables have a positive and significant effect on performance at the Population and Civil Registration Office of Labuhanbatu Regency. The Motivation variable has a regression coefficient value of 0.346, indicating that if motivation increases by 100%, it will increase performance by 34.6%.

CONCLUSION

Based on the results of research and discussion conducted by researchers regarding the effect of Work Experience and Organizational Commitment on employee performance at the Population and Civil Registration Office of Labuhanbatu Regency through Motivation as an intervening variable, the following conclusions can be drawn:

1. Work Experience affects Motivation at the Population and Civil Registration Office of Labuhanbatu Regency .
2. Organizational Commitment affects Motivation at the Population and Civil Registration Office of Labuhanbatu Regency .
3. Work experience affects performance at the Population and Civil Registration Office of Labuhanbatu Regency.
4. Organizational commitment affects performance at the Population and Civil Registration Office of Labuhanbatu Regency.
5. Motivation affects performance at the Population and Civil Registration Office of Labuhanbatu Regency.
6. Work experience affects performance at the Population and Civil Registration Office of Labuhanbatu Regency through motivation as an intervening variable.
7. Organizational Commitment affects Performance at the Population and Civil Registration Office of Labuhanbatu Regency through Motivation as a variable intervening.

LIMITATION

This research can also be used as a reference for further research on work experience, organizational commitment, employee performance and work motivation and HR supporting theories and which are the limitations of this research.

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