Effect of Work Experience and Work Facilities on Employee Performance with Work Motivation as an Intervening Variable Binjai City Department of Transportation

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Abstract

The purpose of this study was to analyze the effect of work experience and work facilities on employee performance with work motivation as an intervening variable. The type of research used is associative quantitative. The research location was at the Binjai City Transportation Service Office. The study population was 79 employees. The sample used was 79 employees (saturated sample). The data source used is the primary data source. The research model used is path analysis with the Smart PLS measurement tool. The result of the research is that work facilities have a positive and significant effect on employee performance. Work facilities have a positive and significant effect on work motivation. Work motivation has a positive and insignificant effect on employee performance. Work experience has a positive and significant effect on employee performance. Work experience has a positive and significant effect on work motivation. Work facilities have no significant positive effect on employee performance through work motivation. Work Experience Work has no significant positive effect on Employee Performance through Work Motivation.

Keywords: Work Experience, Work Facilities, Work Motivation, Employee Performance.

INTRODUCTION

The existence of a regional autonomy policy as stated in Law no. 32 of 2004 concerning Regional Government, caused a significant change in the distribution of authority, including a change in the relationship between the central and regional governments. Of the various very basic changes to the presence of regional autonomy, one of them is regarding the existence or existence of sub-district organizations. A very essential change concerns the position, duties and authority of the sub-district. The sub-district, which was previously the regional head within the framework of the deconcentration principle, changed its status to become a regional apparatus within the framework of the decentralization principle. As a regional apparatus, the Camat carries out general governmental tasks and authorities delegated from the Regent/Mayor.

Work experience is a measure of the length of time or working period that has been taken by someone to understand the tasks of a job and have carried them out properly (Ranupandojo, 2004). Work experience is knowledge or skills that are known and mastered by someone as a result of actions or work that has been done for a certain time (Trijoko, 2004). With better work experience, employees will be expected to provide good performance and become an example for employees who have just joined the company. Employee performance factors are strongly influenced by work facilities and work environment. Facilities can be interpreted

as anything that can facilitate and expedite the implementation of all business. As for what can facilitate and expedite this business can be in the form of goods or money, so in this case the facilities can be equipped with the facilities in the office. Work facilities are supporting facilities in physical company activities, and are used in the company's normal activities, have a relatively permanent term of use and provide benefits for the future. Work facilities are very important for companies, because they can support employees, such as in completing work. has a relatively permanent period of use and provides benefits for the future. Work facilities are very important for companies, because they can support employees, such as in completing work. has a relatively permanent period of use and provides benefits for the future. Work facilities are very important for companies, because they can support employees, such as in completing work.

Work motivation is the basis for an organization to develop both government agencies and private agencies because of the desire to realize goals and efforts that are carried out jointly, systematically, and plan. Work motivation can be said to be a driving force or encouragement that can trigger a sense of enthusiasm and is also able to change individual behavior to lead to better things. Work motivation includes efforts to encourage or encourage employees to work. Employee work motivation can originate from within a person which is often known as internal motivation and external motivation that arises because of outside influences to encourage someone to do something in accordance with the expected goals.

One of the employees' performances can be seen from the level of employee discipline. Performance is a function of motivation, skill and role perception (Stoner, 1989). In addition, Bernardin and Russel (1993) state that performance is the attainment of results obtained from certain job functions or activities over a certain period of time. Handoko (2001) suggests that performance is the process by which organizations evaluate or assess employee performance. The phenomenon that occurs in The Binjai City Transportation Civil Service Service is a lack of employee work experience so that they are unable to use existing facilities in the organization but the facilities in the organization are also inadequate so that senior employees rack their brains on how to use the facilities as much as possible without many obstacles and motivation not functioning and useless when in a situation like this because what is needed is experienced employees and complete facilities so that employee performance becomes better, employee performance is not good because of the many inexperienced employees who have to use makeshift facilities.

LITERATURE REVIEW
Work experience
Elaine B Johnson (2007) states that "experience brings out one's potential. Full potential will emerge gradually over time in response to various experiences."

So actually, what is important to pay attention to in this relationship is a person's ability to learn from his experience, both sweet and bitter experiences. So in essence experience is an understanding of something that is internalized and by experiencing and experiencing something, experience, skills or values are obtained which are integrated into one's potential. According to Sedarmayanti (2016) "A person is said to be experienced or has experience of a job if the person concerned has experienced the job. Experience will occur if a person has been working for a long time, so that they know the ins and outs and the best way to produce goods/services. The level of a person's experience depends on the length of time the person is in his job. Experience is knowledge or skills that have been known and mastered by someone as a result of actions or work that has been done for a certain time.

Work Experience Indicator

According to Sedarmayanti (2013) indicators of work experience are:

1. Length of time/work period, a measure of the length of time or working period that has been taken by someone who can understand the tasks well and be able to carry out the job well.
2. Level of knowledge and skills possessed.
3. Mastery of work and equipment one's level of mastery in implementation of technical aspects of equipment and work techniques that are capable of carry out their work with experience.

Work Facilities

According to Astadi (2016:) Work facilities are one of the tools used by employees to facilitate the completion of daily work. Work facilities at each company will differ in form and type, depending on the type of business and the size of the company. Existing facilities will later help employees in their work. Moenir (2014) states that work facilities are all types of equipment, work equipment and services that function as the main tool/assistant in completing work, and also social in the interests of people who are related to the work organization or everything that is used. used, occupied, and enjoyed by users.

Performance Facility Indicators

According to Astadi (2016: 56) indicators of work facilities within the company consist of:

1. Spatial Planning. Namely the arrangement of the workspace can undergo several changes intended to provide a new atmosphere, so that the spatial conditions in the place provide an atmosphere of comfortable work.

2. Security and comfort Namely the conditions of spatial planning, cleanliness, air circulation and security at work pay enough attention so that employees feel quite safe and comfortable at work.
3. Equipment and other supporting facilities Namely the condition of the equipment both in quality and quantity is relatively adequate to support the implementation of tasks.

Work motivation

According to Hafidzi et al (2019) stated that motivation is the provision of driving force that creates enthusiasm for one's work so that they are able to work together, work effectively, and with integrity with all their efforts to achieve satisfaction. Motivation is something that is the main thing that encourages someone to work. According to Sedarmayanti (2017) motivation is the force that drives a person to take an action or not which is essentially positive or negative internally and externally, work motivation is something that gives rise to encouragement/enthusiasm for work/enthusiasm for work.

Work Motivation Indicator

According to Hafidzi et al (2019) Motivation is something that drives a person to work, while several indicators of work motivation are:

1. Physical Needs, the need for supporting facilities that can be obtained at work, for example supporting facilities to facilitate the completion of office tasks.
2. The need for security, these needs for security, include a sense of physical security, stability, dependability, protection and freedom from threatening forces such as: fear, anxiety, danger.
3. Social needs, needs that must be met based on common interests in society, these needs are met together, for example good interaction between people.
4. The need for appreciation, the need for appreciation for what has been achieved by someone, for example the need for status, glory, attention, reputation.
5. The need for encouragement to achieve goals, the need for encouragement to achieve something desired, for example motivation from leadership.

Performance

Performance is very important for the progress of an organization or company, the higher the employee's performance, the easier it will be for the organization to achieve organizational goals (Kusjono & Ratnasari, 2019). Arifin et al (2019) argues that employee performance is the work that has been achieved by a group of employees in accordance with the duties and obligations assigned to them. According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their

respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.

Performance Indicator

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work. All kinds of units of measurement related to the amount of work that can be expressed in numbers or other numerical equivalents.
2. Quality of work. All kinds of units of measurement related to the quality or quality of work that can be expressed in numbers or other numerical equivalents.
3. Efficiency in carrying out tasks. Multiple resources wisely and in a cost-effective manner.
4. Work discipline Comply with applicable laws and regulations.
5. Initiative The ability to decide and do the right thing without being told, being able to find what should be done with something around us, trying to keep moving to do things even though things are getting more difficult.
6. Accuracy The level of suitability of the results of work measurements whether the work has reached its goals or not.
7. Leadership The process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty One of human nature that is quite difficult to apply.
9. Creativity Mental processes that involve the generation of ideas or that involve the generation of ideas.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variables are work experience (X1) and work facilities (X2). Meanwhile, the endogenous variable is Employee Performance (Y) and the Intervening Variable is Work Motivation (Z). This research was conducted at the Binjai City Transportation Service Office, Binjai City Transportation Service, Jalan Perintis Kemerdekaan No.330-A Postal Code 20744 , North Binjai District, Binjai City.

According to several experts, one of them according to Sugiyono (2013), the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population. However, in this study, because the population is relatively small, the sampling technique used is the

saturated sample technique, which involves all respondents as samples, meaning that the sample to be used is 79 employees.

Data analysis technique

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether

it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value with a value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION
Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage.

Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:
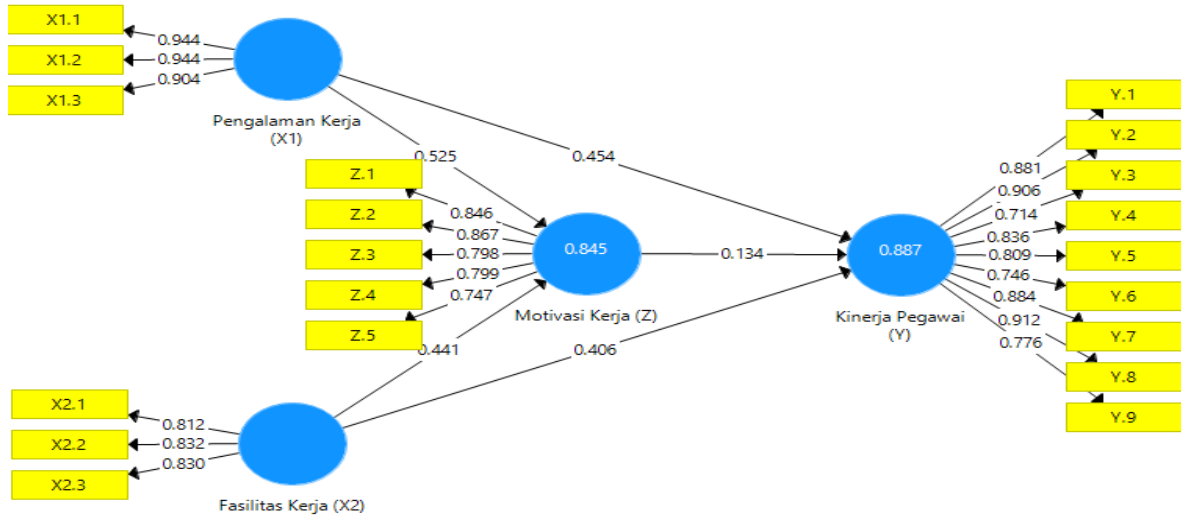

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table. In this study there are equations, and the equation consists of two substructures for substructure 1.

Z = b1X1 + b2X2 + e1
Z = 0.525 + 0.441 + e1
For substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.454 + 0.406 + 0.134 + e2

Table 1. Outer Loadings

	Work Facilities (X2)	Employee Performance (Y)	Work Motivation (Z)	Work Experience (X1)
X1.1				0.944
X1.2				0.944
X1.3				0.904
X2.1	0.812			
X2.2	0.832			
X2.3	0.830			
Y. 1		0.881		
Y.2		0.906		
Y.3		0.714		

Y.4		0.836		
Y.5		0.809		
Y.6		0.746		
Y.7		0.884		
Y. 8		0.912		
Y.9		0.776		
Z. 1			0.846	
Z. 2			0.867	
Z. 3			0.798	
Z. 4			0.799	
Z. 5			0.747	

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the outer loading of each indicator has a value for each indicator greater than 0.7 so that it can be explained that each indicator gets a value greater than 0.7, so the data is considered valid and the table above all indicators is valid and research can be done furthermore.

2. Discriminatory Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Work Facilities (X2)	Employee Performance (Y)	Work Motivation (Z)	Work Experience (X1)
X1.1	0.778	0.887	0.870	**0.944**
X1.2	0.758	0.854	0.829	0.944
X1.3	0.717	0.765	0.757	0.904
X2.1	0.812	0.750	0.642	0.715
X2.2	**0.832**	0.769	0.792	0.654
X2.3	0.830	0.676	0.700	0.633
Y. 1	0.748	0.881	0.780	0.772
Y.2	0.806	0.906	0.811	0.833
Y.3	0.653	0.714	0.590	0.658
Y.4	0.741	0.836	0.819	0.703
Y.5	0.827	0.809	0.636	0.699

Y.6	0.635	0.746	0.726	0.714
Y.7	0.726	0.884	0.720	0.792
Y. 8	0.765	**0.912**	0.760	0.842
Y.9	0.736	0.776	0.773	0.705
Z. 1	0.768	0.765	0.846	0.724
Z. 2	0.850	0.762	**0.867**	0.723
Z. 3	0.633	0.726	0.798	0.699
Z. 4	0.651	0.735	0.799	0.775
Z. 5	0.590	0.593	0.747	0.659

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the cross loading in each indicator and variable is greater than other variables and indicators, the cross loading of the Work Facilities variable is greater than the cross loading value of the other variables, for cross loading of the Employee Performance variable it is greater than the cross loading of other variables, for the cross loading of the Work Motivation variable is greater than the cross loading of other variables, for the cross loading of the Work Experience variable it is greater with the cross loading of other variables. Which means that all variables and indicators are declared valid by Discriminant Validity.

3. Composite reliability

The next test determines the reliable value with composite reliability from the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in table 3 below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Facilities (X2)	0.766	0.865	0.681
Employee Performance (Y)	0.943	0.953	0.693
Work Motivation (Z)	0.870	0.906	0.660

Work Experience (X1)	0.923	0.951	0.866

Based on the table above, it can be seen that the Cronbach's Alpha value for each variable has a value greater than 0.7 and it is assumed that all variables have a reliable distribution. It can be seen from the composite reliability column that each variable has a value above 0.6 so that it can be explained that each variable is considered reliable in the composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study all values are considered reliable because all values are greater than the specified value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4. R Square results

	R Square	Adjusted R Square
Employee Performance (Y)	0.887	0.883
Work Motivation (Z)	0.845	0.841

Based on the table above, there is an R square value of Employee Performance which is equal to 0.887 and if it is percentaged it becomes 88.7% for the Employee Performance variable which means Work Experience, Work Facilities and Work Motivation affect Employee Performance by 88.7% and the remaining 11.3% is from in other variables and research. For the R square value of Work Motivation there is a value of 0.845 if the percentage of the R square value becomes 84.5% for Work Motivation means Work Experience, Work Facilities affect

Work Motivation by 84.5% and the remaining 15.5 % are in other variables and other studies.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.081	0.081
d_ULS	1.385	1.385
d_G	6,884	6,884
Chi-Square	1321,443	1321,443
NFIs	0.795	0.795

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in the table above show that the NFI value is 0.795, meaning that this study is considered FIT because the NFI value is greater than 0.819. Thus, from these results it can be concluded that the model in this study has a high and feasible goodness of fit. used to test the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6 Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Work Facilities (X2) -> Employee Performance (Y)	0.406	5,328	0.000
Work Facilities (X2) -> Work Motivation (Z)	0.441	5,879	0.000

Work Motivation (Z) -> Employee Performance (Y)	0.134	1,089	**0.277**
Work Experience (X1) -> Employee Performance (Y)	0.454	4,520	**0.000**
Work Experience (X1) -> Work Motivation (Z)	0.525	6,410	**0.000**

Source: Smart PLS 3.3.3

Based on the table above, the results of the hypothesis Work Facilities have a positive and significant effect on Employee Performance with an original sample value of 0.406 and P values 0.000 <0.05, meaning that if Work Facilities increase, Employee Performance will increase and if Work Facilities decrease, Employee Performance will decrease . The Work Facilities Hypothesis has a positive and significant effect on Work Motivation with an original sample value of 0.441 and P values 0.000 <0.05, meaning that if work facilities increase, work motivation also increases and if work facilities decrease, work motivation also decreases. For the Work Motivation Hypothesis it has a positive and insignificant effect on Employee Performance with an original sample value of 0.134 and P values 0.277 > 0. 05 means that work motivation will not always make good employee performance. The work experience hypothesis has a positive and significant effect with the original sample of 0.454 and a P value of 0.000 <0.05 meaning that if work experience increases, employee performance also increases and if it decreases, employee performance will decrease. The Work Experience Hypothesis has a positive and significant effect on Work Motivation with an Original sample value of 0.525 and P values 0.000 <0.05 meaning that if work experience increases, work motivation will increase; if work experience decreases, work motivation decreases.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Facilities (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0.059	1,080	**0.281**	**Rejected**
Work Experience (X1) -> Work Motivation (Z)	0.070	1.035	**0.301**	**Rejected**

-> Employee Performance (Y)				

Source: Smart PLS 3.3.3

Based on the table above, it shows that the P values are greater than 0.05, which means that the Z variable or Work Motivation variable is not an intervening variable so that without Work Motivation as a liaison for Facilities and Work Experience it has a significant effect so that work motivation is not needed.

CLOSING
Conclusion

1. Work facilities have a positive and significant effect on employee performance with an original sample value of 0.406 and P values of 0.000 <0.05.
2. Work facilities have a positive and significant effect on work motivation with an original sample value of 0.441 and P values of 0.000 <0.05.
3. Work motivation has a positive and insignificant effect on employee performance with an original sample value of 0.134 and P values of 0.277 > 0.05.
4. Work experience has a positive and significant effect on employee performance with an original sample of 0.454 and a P value of 0.000 <0.05.
5. Work Experience has a positive and significant effect on Work Motivation with an Original sample value of 0.525 and P values 0.000 <0.05
6. Work facilities have no significant positive effect on employee performance through work motivation with an original sample value of 0.059 and P values 0.281 > 0.05.
7. Work experience has no significant positive effect on employee performance through work motivation with an original sample value of 0.070 and P values of 0.301 > 0.05.

Suggestion

1. Organizations must be able to find employees who are experienced in their fields if the organization wants to progress.
2. Organizations must prepare qualified facilities to maximize employee performance and always provide what employees need to make performance increase.
3. If you want to motivate employees to work, give the employee someone who has good work experience.
4. Employee performance must be seen and monitored to improve the intended organizational results.

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