Analysis of the Effect of Work Discipline and Work Experience on Employee Performance Moderated by Organizational Commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project

Hardiansyah Lukita[1], Mesra B.[2]

[1,2]Master of Management Study Program, Universitas Pembangunan Panca Budi Medan, Indonesia

(email: luckyta74@gmail.com)

Abstract

This study was conducted to analyze the effect of work discipline and work experience on employee performance moderated by the organization's commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project. The sample in this study was 80 respondents who were contract employees. The analysis method used is moderating regression analysis. This research was conducted by statistical methods processed with the help of SPSS v. 25 Software. The results showed that partially the variables of Work Discipline and work experience had a significant positive effect on Employee Performance. The results of the moderation test explain the commitment of decent work to be a moderation variable and strengthen the relationship of work discipline variables to employee performance. While work commitment is not worthy to be a moderation variable and weakens the relationship of work experience variables to employee performance.

Keywords:

Work Discipline, Work Experience, Employee Performance and Organizational Commitment

Introduction

One way that organizations can do in facing competition is by empowering and exploring all the potential of human resources (HR) owned to the maximum. In line with this, an organization needs to increase its attention to the quality of its employees, both attention in terms of the quality of knowledge of its employees, both attention in terms of the quality of knowledge and skills, career and welfare levels, so as to increase work discipline and employee commitment to give all their abilities in achieving organizational goals (Baharuddin & Wahyuni, 2015). Employee performance has a very

important role for the continuity and success of the company. High-performing employees bring various benefits to the company.

Good employee performance also affects the company's ability to adapt to changes in the business environment. High-performing employees tend to be more flexible, innovative, and able to adapt quickly to changes in technology, markets, and competition. According to (Kasmir, 2016) Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Rivai & Sagala, 2013) in (Masram & Mu'ah, 2017) Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance have been mutually agreed. Employees become valuable assets in facing business challenges and creating new opportunities for company growth. In addition, good employee performance also has an impact on employee satisfaction and retention. Employees who feel recognized, valued, and have the opportunity to develop themselves tend to be more satisfied and committed to the company. This reduces the employee turnover rate, so companies can save on recruitment and training costs for new employees. Therefore, companies need to give proper attention and investment in employee performance development to ensure sustainable growth and long-term success.

Organizational commitment as a condition in which an individual takes sides with the organization and the goals and desires to maintain his membership in the organization. According to (Robbins & Judge, 2011) a strong desire to remain as a member of a particular organization in convincing and acceptance of organizational values and goals, in other words it is an attitude of employee loyalty to each organization and an ongoing process in which members of the organization express their concern for the organization and its success and continuous progress (Sari & Witjaksono, 2013). Efforts to increase employee job satisfaction cannot be separated from employee discipline. The aspects used in assessing work discipline are honesty in carrying out a task and responsibility, employee time accuracy in doing work determined by the company, attendance at work hours, following the way of working determined by the company, and accuracy in the use of materials and equipment (Afianto & Utami, 2017).

Discipline is an attitude and behavior that must be in accordance with existing regulations. By knowing about the attitudes, actions and behaviors of employees, it can be used as a benchmark for the company in setting rules and regulations and coaching for these employees. If employees are not disciplined, it will disrupt the results of work and employee activities routinely, which should be work must be completed today, there is still a lot of work that is delayed and cannot be completed on time. This discipline is expected to have rules and regulations that can. The factor that affects the performance of employees is work experience. Experience is the level of mastery of one's knowledge and skills in his work which can be measured from the

Hardiansyah Lukita, Mesra:
Analysis of the Effect of Work Discipline and Work Experience on Employee Performance Moderated
by Organizational Commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project

length of work and from the level of knowledge and skills he has.an experienced employee will have steady and smooth movements, rhythmic movements, respond faster to signs, can expect difficulties so that they are better prepared to face them, and work calmly and are influenced by other factors, namely; The length of time / tenure of a person, the level of knowledge or skills that have been possessed and the level of mastery of the work and equipment. Work experience plays an important role in shaping employee performance. With relevant and diverse experience, employees can develop competencies, problem-solving, efficiency, confidence, responsibility, and motivation that contribute to better performance in their jobs. Therefore, companies can utilize and value employee work experience as a valuable asset in achieving business goals.

PT HKI Pekanbaru-Dumai Rest Area Development Project has a skilled and experienced team in designing, building, and operating a safe, comfortable, and high-standard rest area. The company is committed to providing optimal service to toll road users, as well as maintaining the sustainability and success of projects through efficient project management, good quality, and compliance with safety and environmental standards, so it is necessary to improve problems that occur in the company. It is important to strengthen work discipline by clearly communicating rules and procedures to employees, providing regular feedback regarding performance, and providing appropriate sanctions for violations committed. Companies can adopt work development and training programs to improve employees' work experience, both through internal and external training. Increasing organizational commitment, companies can adopt strategies such as strengthening a positive organizational culture, providing clear career development opportunities, and encouraging employee participation in decision-making that impacts their work.

Literature Review

Employee Performance

According to (Kasmir, 2016) Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Rivai &; Sagala, 2013) in (Masram &; Mu'ah, 2017) Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance have been mutually agreed.

Work Discipline

According to (Rivai, 2018) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an

Hardiansyah Lukita, Mesra:
Analysis of the Effect of Work Discipline and Work Experience on Employee Performance Moderated
by Organizational Commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project

effort to increase awareness and willingness of someone to obey all company regulations and applicable social norms. According to (Hasibuan, 2017) Discipline is the awareness and willingness of someone who obeys all company regulations and applicable social norms. Discipline that reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages passion, morale, and the realization of the goals of the company, employees and society. Meanwhile, according to (Mangkunegara, 2017) work discipline is defined as the implementation of management to strengthen organizational guidelines.

Work Experience

According to (Hasibuan, 2019) Experienced people are prospective employees who are ready to use. If an applicant has enough work experience then it should be considered in recruitment by the company. According to (Manullang, 2014) Experience is important in the employee selection process. From work experience, it can be known what prospective employees will be able to do. Experience can show what a prospective employee can do when he or she applications. Expertise and experience are two qualifications that are always considered in the employee selection process. Basically, companies are more inclined to choose an experienced workforce. (Bangun, 2012) said that job rotation or job turnover is a process of selecting jobs in the organization, so that it can increase the insight and experience of the workforce. While according to (Foster, 2016), work experience is a measure of the length of time or work period that a person has taken in understanding the tasks of a job and has carried out well.

Organizational Commitment

Organizational commitment is an attitude or behavior of a person to the organization in the form of loyalty and the achievement of the vision, mission and goals of the organization. According to (Allen & Meyer, 2013) in (Yusuf & Syarif, 2017) Organizational commitment is a psychological construct as a characteristic of the relationship of organizational members with their organization, as well as having implications for individual decisions to continue their existence as members in the organization. According to (Yusuf & Syarif, 2017) stated organizational commitment as an attitude of employee loyalty to the organization by staying in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason. According to (Kreitner & Kinicki, 2014) organizational commitment is the degree to which employees are able to recognize their organization and are bound to the goals of the organization.

Hardiansyah Lukita, Mesra:
Analysis of the Effect of Work Discipline and Work Experience on Employee Performance Moderated
by Organizational Commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project

Methods

Research Approach

This research is a descriptive research with a qualitative approach. According to (Sugiyono, 2016) qualitative descriptive method is a research method based on the philosophy of postpositivism used to examine natural object conditions (as opposed to experiments) where researchers are the key instrument of data collection techniques carried out by trigulation (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization.

Qualitative descriptive research aims to describe, describe, explain, explain and answer in more detail the problem to be studied by studying as much as possible an individual, a group or an event. In qualitative research, humans are research instruments and the results of writing are in the form of words or statements that are in accordance with the actual situation.

Population and Sample

Population is a generalized area consisting of objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016). The population in this study was all contract employees of PT HKI Pekanbaru-Dumai Rest Area Development Project totaling 80 respondents.

The sample is part of the number and characteristics possessed by that population. According to (Sugiyono, 2016) if the population is large, and research is not possible to study everything in the population, for example limited funds, energy and time, the research can use samples taken from the population. The total population in this study was 80 respondents, so the author used saturated sampling in this study, which took the entire population into a sample. Saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2016). Thus, the sample in this study amounted to 80 respondents.

Data Analysis Techniques

The data analysis method is a way or technique in analyzing data by grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, doing calculations to answer the problem formulation and doing calculations to test the hypotheses that have been proposed (Sugiyono, 2018). Statistical data processing has an important role in research because the results of data processing obtained will later produce research conclusions. Data processing techniques in research include data calculations, analysis of research models. Before producing a conclusion in a study, data analysis must be done so that the research results become accurate. So this research was carried out by

Hardiansyah Lukita, Mesra:
Analysis of the Effect of Work Discipline and Work Experience on Employee Performance Moderated
by Organizational Commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project

statistical methods processed with the help of SPSS v. 25 Software. The stages of data analysis in this study are, as follows:

1. Descriptive Statistical Analysis

Descriptive statistical analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations (Sugiyono, 2013). Descriptive statistical analysis was used to provide a description of the data of each research variable used in this study. The data viewed are the amount of data, the average value, standard deviation, minimum value, and maximum value of the Independent and Dependent variables.

2. Classical Assumption Test

The Classic Asusmtion Test used is the normality test, heteroscedasticity test, multicollinearity test, autocorrelation test.

a. Normality Test

The normality test aims to test whether in a regression model, confounding or residual variables have a normal distribution. (Ghozali, 2013), in this normality test there are 2 ways to detect whether residuals are normally distributed or not, namely by graph analysis and statistical tests. The test tools used are histogram graph analysis and normal probability plot graph and statistical test with Kolmogorov-Smirnov Z (1-Sample KS).

b. Multicollinearity Test

The Multicollinearity Test aims to test whether the regression model found a correlation between independent variables. If independent variables correlate with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero.

c. Heteroscedasticity Test

The heterokedasticity test aims to test whether in the regression model there is an inequality of variance from the residual one observation to another. A good regression model is one that is homoscedasticity or one that does not experience heterokedasticity. Heterokedasticity testing can be done using the Glejser test, namely by progressing between the independent variable and the absolute residual value, if the significance value on the t test > 0.05 for all independent variables, heteroscedasticity does not occur *(Dwialesi & Damayanti, 2016)*.

d. Autocorrelation Test

The autocorrelation test aims to test whether in the linear regression model there is a correlation between confounding error in period t with confounding error in period t-1 (previous). If there is a correlation, then there is an autocorrelation problem. Autocorrelation arises because successive observations over time are related to each other. This problem arises because residuals (confounding errors) are not free from one observation to another. This is often found in time series data because disturbances in individuals/groups tend to affect disturbances in the same individual/group in subsequent periods. In cross section data, autocorrelation problems are relatively rare because disturbances in different observations come from different individuals/groups. A good regression model is one that is free from autocorrelation.

3. Hypothesis Testing

A statistical calculation can be called significant if the static test value is in a critical region (the area where H0 is rejected) and vice versa is insignificant if the static test is within the region where H0 is accepted. The hypothesis test consists of three (3) tests, as follows:

a. Statistical Test (t)

According to (Ghozali, 2018) the statistical test t basically wants to prove how far the influence of one independent variable individually in explaining the dependent variable . With a significance level (α) of 5% of df =n-K-1 obtained from ttable, then the nilat ttabel is compared with the calculated value obtained. By comparing the two t values, it will be seen the effect of accepting or rejecting the hypothesis. With the following test criteria:

If tcount > ttable or significance > 0.05, then H_0 is accepted and H_1 is rejected which means that partially one of the independent variables does not significantly affect the dependent variable.

If tcount < ttable or < 0.05, then H_1 is accepted and H_0 is rejected which means that partially one of the independent variables affects the dependent variable significantly.

b. Moderating Regression Analysis (MRA)

The moderation variable is an independent variable that will strengthen or weaken the relationship between other independent variables to the dependent variable (Ghozali, 2018). In this study, namely the interaction test (MRA), absolute difference value test, and residual test. This study used the MRA test as a moderation hypothesis test. The decision-making criteria in testing in this test, as follows:

If tcount > ttable and p-value < 0.05, then H1 is accepted and H0 is rejected which means that the independent variable significantly affects the moderation variable.

If tcount > ttable and p-value > 0.05, then H1 is accepted and H0 is rejected which means that the independent variable significantly affects the moderation variable.

c. Coefficient of Determination (R2)

According to (Ghozali, 2018) This coefficient of determination measures how much influence occurs between the independent variable and the dependent variable. This coefficient also shows how much type or variable heat can be described by the independent variable in the regression model. The value of the coefficient of determination is zero to one. An R^2 value close to one indicates that the variables in the model can represent the problem under study, because they can explain the variation that occurs in the dependent variable. If the value R^2 is equal to or close to zero, it can be interpreted that in the model formed it cannot explain the variation in the dependent variable. The value of the coefficient of determination will increase if the number of independent variables and the number of observational data increase. Therefore, an adjusted R^2 measure is used to eliminate deviations due to the addition of independent variables and the amount of data observed.

Results

Research Results

1. Description of Respondent Data

The objects in this study are work discipline, work experience, organizational commitment and employee performance of PT HKI Pekanbaru-Dumai Rest Area Development Project. The respondents of this study amounted to 80 contract employees. The following research respondents' profiles are presented in Table 1. which includes gender, age, and length of work.

Table 1. Respondents by Gender

Gender	Frequency	Percentage (%)
Man	76	95%
Woman	4	5%
Total	80	100%

Source: SPSS output version 25 (Data Processed by Author, 2023)

In Table 1 above, respondents by gender, men as many as 76 respondents (95%) and women as many as 4 respondents (5%). Construction service companies are generally dominated by men. This is because construction work often requires large physical personnel and high technical capabilities.

Table 2. Respondents by Age

Age	Frequency	Percentage (%)
20 - 30 years	32	40%
31 - 40 years	35	44%
> 40 years	13	16%
Total	80	100%

Source: SPSS output version 25 (Data Processed by Author, 2023)

In Table 2. Above, respondents based on age, 20-30 years as many as 32 respondents (40%), 31-40 years old as many as 35 respondents (44%) and > 40 years old as many as 13 respondents (16%). Overall, the age balance of respondents at PT HKI Pekanbaru-Dumai Rest Area Development Project shows that the company has employees who have a variety of backgrounds and experiences. This can be a strength for the company in facing competition in the construction service industry.

Table 3. Respondents by Length of Work

Length of Work	Frequency	Percentage (%)
< 1 year	15	19%
1 - 5 years	26	32%
6 - 10 years	24	30%
> 10 years	15	19%
Total	80	100%

Source: SPSS output version 25 (Data Processed by Author, 2023)

In Table 3. Above, respondents based on length of work, up to 1 year as many as 15 respondents (19%), length of work 1-5 years as many as 26 respondents (32%), length of work 6-10 years as many as 24 respondents (30%) and length of work over 10 years as many as 15 respondents (19%). Overall, the length of work of respondents at PT HKI Pekanbaru-Dumai Rest Area Development Project shows that the company has employees who have various levels of experience. This can be a strength for the company in facing competition in the construction service industry.

Hardiansyah Lukita, Mesra:
Analysis of the Effect of Work Discipline and Work Experience on Employee Performance Moderated
by Organizational Commitment to PT HKI Pekanbaru-Dumai Rest Area Development Project

2. Data Analysis and Research Hypothesis Testing

Descriptive statistical analysis for each variable can be seen in the following table:

Table 4. Results of Descriptive Statistical Analysis

		Work Discipline	Work Experience	Employee Performance	Organizational Commitment
N	Valid	29	29	29	29
	Missing	0	0	0	0
Mean		10.5862	14.1379	2.0000	9.0690
Median		10.0000	14.0000	2.0000	10.0000
Std. Deviation		1.74268	2.08265	.80178	2.77657
Minimum		8.00	10.00	1.00	5.00
Maximum		14.00	19.00	3.00	14.00

Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Table 4 above, the Mean value of Work Discipline is 10.5862, the Median value is 10.000, the Std. Deviation value is 1.74268, the Minimum value is 8.00 and the Maximum value is 14.00. The Mean Work Experience value is 14.1379, the Median value is 14.000, the Std. Deviation value is 2.08265, the Minimum value is 10.00 and the Maximum value is 19.00. The Mean Employee Performance value is 2.0000, the Median value is 2.0000, the Std. Deviation value is 0.80178, the Minimum value is 1.00 and the Maximum value is 3.00. The Mean Value of Organizational Commitment is 9.0690, the Median value is 10.0000, the Std. Deviation value is 2.77657, the Minimum value is 5.00 and the Maximum value is 14.00.

3. Classical Assumption Test

a. Normality Test

This normality test aims to find out whether in a regression model, the *resulting error* has a normal distribution or not. A good regression model is one that has a normal or near-normal data distribution. The method used to test normality in research is to use the Kolmogorof-Smirnov test. If the significance value of the Kolmogorof-Smirnov test result>0.05, then the normality assumption is satisfied. The results of normality testing in testing can be seen in the Table, below (Santoso, 2012):

Table 5. Results of Normality Test Analysis with Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		29
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	.77685744
Most Extreme Differences	Absolute	.126

	Positive	.126
	Negative	-.107
Test Statistics		.126
Asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Table 2., above shows that the data has been distributed normally. This is shown by the Kolmogorov-Smirnov value of 0.126 and the significance value above 0.05 which is 0.200.

b. Multicollinearity Test

The purpose of this multicollinearity test is to test whether a regression model finds a correlation between independent variables. A good regression model should not have correlations between independent variables. If there is a correlation, then there is a multicollinearity problem (Santoso, 2012). To find out whether multicollinearity occurs can be done by looking at the tolerance value and VIF (Variance Inflation Factor) contained in each variable. Based on the VIF and Tolerance rules, if the VIF exceeds 5 or the Tolerance is less than 0.10, then the symptoms of multicollinearity are stated, on the other hand, if the VIF is less than 5 or the tolerance is more than 0.10, it is stated that there are no symptoms of multicollinearity. The results of the multicollinearity test can be seen in the following table (Santoso, 2012):

Table 6. Multicollinearity Analysis Results

Coefficientsa

Type		Collinearity Statistics	
		Tolerance	VIF
1	Work Discipline	.997	1.003
	Work Experience	.997	1.003

a. Dependent Variable: Employee Performance

Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Table 6., above it is known that each value of Variance Inflation Factor (VIF) < 5 and tolerance number close to 1, it can be interpreted that all variables do not occur symptoms of multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test is performed to see the value of variance between Y values, whether the same or heterogeneous (Suharyadi & Purwanto, 2011). A regression model is said to be good if heteroscedasticity does not occur. To determine heteroscedasticity can look at the spread of graphs. The results of the

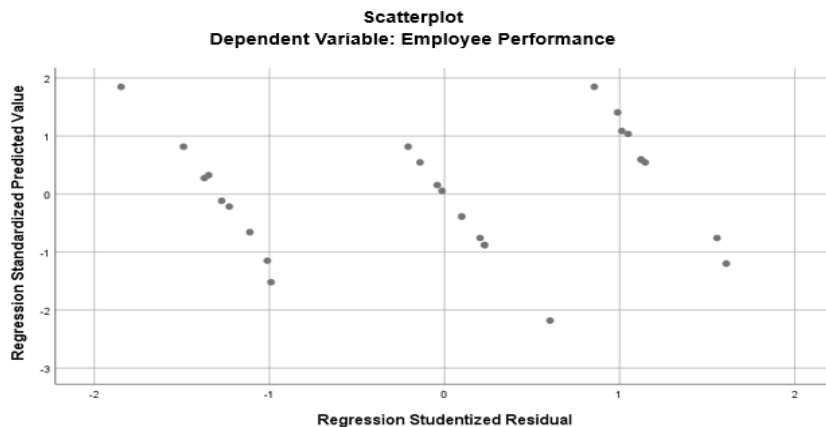heteroscedasticity test using *the scatterplot* graph are shown in the following figure:

Figure 1. Scatterplot Chart
Source: SPSS output version 25 (Data Processed by Author, 2023)

For the heteroscedasticity test, the output results on the Scatterplot Graph show that the graph points are well spread. So it can be concluded that the variables in the output do not experience symptoms of heteroscedasticity.

d. Autocorrelation Test

This autocorrelation test aims to find out whether in a linear regression model there is a correlation between confounding errors in the period with errors in the t-1 period (previous). Autocorrelation test using Durbin-Watson Test (DW) test. According to the autocorrelation criteria there are 3 (three), namely (Santoso, 2012):

1) A DW value below -2 indicates a positive autocorrelation.
2) A DW value between -2 to 2 means that there is no autocorrelation.
3) DW values above 2 mean that negative autocorrelation is indicated.

The results of the autocorrelation test with Durbin-Watson can be seen in the following table:

Table 7. Autocorrelation Analysis Results

Model Summaryb

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.347a	.361	.211	.80618	1.816

a. Predictors: (Constant), Work Experience, Work Discipline

b. Dependent Variable: Employee Performance
Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Table 7., the Durbin-Watson value is 1.456, which is between -2 and 2, which means that there is no autocorrelation.

4. **Hypothesis Testing**
   a. **Statistical Test Results (Test t)**

Then a statistical test (t-test) is performed. Statistical tests (t-tests) or individuals are used to test whether or not an independent variable has an effect on the dependent variable. The results of the statistical test (t-test) can be seen in the Table, below:

Table 8. Results of Statistical Test Analysis (Test t)

Coefficientsa

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.791	1.434		2.644	.014
	Work Discipline	.397	.088	.212	2.113	.026
	Work Experience	.254	.073	.139	1.733	.047

a. Dependent Variable: Employee Performance
Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on the statistical results (tests) in Table 8 above, it can be concluded that:

1) Work Discipline, obtained a significance value (p-value) of 0.026 and a regression coefficient value of 0.397. Because the significance of the value of α is less than 5% (0.026<0.05), the partial variable of Work Discipline has a significant positive effect on Employee Performance at PT HKI Pekanbaru-Dumai Rest Area Development Project.

2) Work Experience, obtained a significance value (p-value) of 0.047 and a regression coefficient value of 0.254. Because the significance of the α value is less than 5% (0.047<0.05), the partial variable Work Experience has a significant positive effect on Employee Performance at PT HKI Pekanbaru-Dumai Rest Area Development Project.

b. **Moderating Regression Analysis (MRA)**

The next test is carried out using the *Moderated Regression Analysis* (MRA) method or interaction test to find out whether a variable used as a moderation variable can strengthen or even vice versa (weaken) the relationship between the independent variable and the dependent variable. The results of the moderation test of each variable, as follows:

Table 9. Results of Moderating Regression Analysis (MRA)

Coefficientsa

	Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.477	1.477		2.354	.027
	Work Discipline	.100	.241	.218	.416	.018
	Work Experience	.143	.180	.371	.791	.036
	X1Y2	.019	.024	.904	.791	.043
	X2Y2	.010	.018	.589	.569	.057

a. Dependent Variable: Employee Performance

Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Table 9 above, it shows that the results of the Work Discipline variable on Employee Performance with Work Commitment which is a moderation variable (X1*Y2), the regression coefficient value is 0.019, because the significance of the α value is smaller than 5% (0.043<0.05), the Work Commitment variable deserves to be a moderation variable and strengthen the relationship of Work Discipline variables to Employee Performance at PT HKI Pekanbaru-Dumai Rest Area Development Project.

The results of the Work Experience variable on Employee Performance with Work Commitment which is a moderation variable (X2*Y2), the regression coefficient value is 0.010, because the significance of the α value is greater than 5% (0.057>0.05), the Work Commitment variable is not worthy to be a moderation variable and weakens the relationship between Work Experience variables to Employee Performance at PT HKI Pekanbaru-Dumai Rest Area Development Project.

c. Test Coefficient of Determination (R2)

The coefficient of determination (R2) indicates a proportion of variance that can be described by the regression equation to the total variance. The results of the coefficient of determination (R2) can be seen in the Table, as follows:

Table 10. Test Results of Coefficient of Determination (R2)

Model Summaryb

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.347a	.361	.211	.80618	1.816

a. Predictors: (Constant), Work Experience, Work Discipline

b. Dependent Variable: Employee Performance

Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Table 10., the adjusted R *Square* value (coefficient of determination) shows a value of 0.361. This means that the ability to explain the variables of Work

Discipline and Work Experience to the variables of Employee Performance is 36.1% while the remaining 63.9% is explained by other variables outside the variables discussed in this study.

Discussion

1.   The Effect of Work Discipline on Employee Performance

Work discipline is an attitude that shows compliance and compliance with applicable regulations in the workplace. High work discipline can encourage employees to work optimally and achieve good performance. Based on research conducted at PT HKI Pekanbaru-Dumai Rest Area Development Project, work discipline has a significant positive effect on employee performance. This means that the higher the employee's work discipline, the higher the employee's performance.

2.   The Effect of Work Experience on Employee Performance

Work experience is a learning and growing process experienced by employees while working in a company. Extensive work experience can provide employees with a wide range of skills and knowledge that can be used to improve their performance. Based on research conducted at PT HKI Pekanbaru-Dumai Rest Area Development Project, work experience has a significant positive effect on employee performance. This means that the longer the employee's work experience, the higher the employee's performance.

3.   The Effect of Work Discipline on Employee Performance with Organizational Commitment

Based on research conducted at PT HKI Pekanbaru-Dumai Rest Area Development Project, work commitment is proven to act as a moderation variable that strengthens the relationship between work discipline and employee performance. This means that the influence of work discipline on employee performance will be stronger in employees who have high work commitment. Therefore, work commitment is an important factor in strengthening the relationship between work discipline and employee performance. Companies need to pay attention to employee work commitment to improve employee performance and achieve company goals.

4.   The Effect of Work Discipline on Employee Performance with Organizational Commitment

Work commitment is an internal factor that comes from employees. While work experience is an external factor that comes from the company. Based on research conducted at PT HKI Pekanbaru-Dumai Rest Area Development Project, work commitment is not proven to play a role as a moderation variable that weakens the relationship between work experience and employee performance. This means that

the effect of work experience on employee performance will not change, both in employees who have high work commitment and in employees who have low work commitment.

Conclusion

Based on the results of research conducted at PT HKI Pekanbaru-Dumai Rest Area Development Project, work commitment can strengthen the relationship between work discipline and employee performance. This means that the influence of work discipline on employee performance will be stronger in employees who have high work commitment. However, work commitment cannot weaken the relationship between work experience and employee performance. This means that the effect of work experience on employee performance will not change, both in employees who have high work commitment and in employees who have low work commitment. Therefore, companies need to pay attention to work discipline and employee work commitment to improve employee performance. Companies can make efforts to improve employee discipline and work commitment, for example by:
1. Develop a clear and firm code of ethics and work regulations.
2. Disseminate the code of ethics and work regulations to employees.
3. Supervise and enforce work discipline consistently.
4. Creating a positive and supportive work environment.
5. Provide opportunities for employees to participate in decision making.
6. Provide fair and competitive awards.

References

Afianto, I. D., & Utami, H. N. (2017). Pengaruh Disiplin Kerja dan Komunikasi Organisasi Terhadap Kepuasan Kerja dan Kinerja Karyawan (Studi pada Karyawan Divisi Marketing PT Victory International Futures Kota Malang). *Administrasi Bisnis, 50*(6), 58–67.

Allen, & Meyer. (2013). Measurement of Antecendents of Affective, Continuance and Normative Commitment to Organizational. *Journal of Occupational Psychology*, *63*, 1–18.

Baharuddin, & Wahyuni, E. N. (2015). *Teori Belajar & Pembelajaran*. Ar-Ruzz Media.

Bangun, W. (2012). *Manajemen Sumber Daya Manusia*. Erlangga.

Dwialesi, J., & Damayanti, N. (2016). Pengaruh Faktor-Faktor Fundamental terhadap Return Saham Indeks Kompas 100. *E-Journal Management Unud*, *5*(4), 2544–2577.

Foster, B. (2016). Impact of Brand Image on Purchasing Decision on Mineral Water Product "Amidis" (Case Study on Bintang Trading Company). *American Research Journal*, *2*(1), 1–11.

Ghozali, I. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Badan Penerbit Universitas Diponegoro.

Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.

Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia, Edisi Revisi*. Bumi Aksara.

Hasibuan, M. (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT Raja Grafindo Persada.

Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi. Edisi 9. Buku 1*. Salemba Empa.

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Rosda.

Manullang. (2014). *Dasar-Dasar Manajemen*. Ghalia Indonesia.

Masram, & Mu'ah. (2017). *Manajemen Sumber Daya Manusia*. Zifatama Publiser.

Rivai, & Sagala, E. (2013). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Rajawali Pers.

Rivai, V. (2018). *Manajemen Sumber Daya Manusia Untuk Perusahaan, Edisi 2.* Rajawali Pers.

Robbins, S. P., & Judge, A. Timothy. (2011). Organizational behavior. Fourteenth Edition. *Pearson Education, New Jersey* , 77–89.

Santoso, S. (2012). *Statistik Parametik*. PT Gramedia Pustaka Umum.

Sari, T. Y., & Witjaksono, A. D. (2013). Pengaruh Budaya Organisasi Terhadap Komitmen Organisasi Melalui Kepuasan Kerja Karyawan. *Jurnal Ilmu Manajemen*, *1*(3).

Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.

Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. CV Alfabeta.

Sugiyono. (2018). *Metode Penelitian Pendidikan (Pendekatan Kuantitaif, Kualitatif, dan R&D)*. CV Alfabeta.

Suharyadi, & Purwanto. (2011). *Statistik Untuk Ekonomi dan Keuangan Modern*. Salemba Empat.

Yusuf, R. M., & Syarif, D. (2017). *Komitmen Organisasi*. Nas Media Pustaka.