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Commitment as a Mediating Variable: Is There an Influence of Work Experience and Teacher Performance Motivation?

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**ABSTRACT.** The purpose of this study was to determine the effect of work experience and motivation on teacher performance with commitment as a mediating variable for teachers of SMA Negeri in Bandar Lampung City. This research method is quantitative and analyzed using Structural Equation Modeling (SEM) analysis. Data used in the study this obtained from results testing questionnaire against 224 teachers at State High Schools in Bandar Lampung City who were used sample in study with technique purposive sampling. The results obtained from study This support proposed hypothesis that is experience Work influential positive and significant to performance, motivation influential positive and significant to performance, commitment mediate influence experience Work to performance and commitment mediate influence motivation to performance. Implications from study this is so that teachers can increase performance through experience work and work for produce quality work in accordance with criteria that have been determined at school. Apart from that, it is hoped that school principals can increase teacher work motivation using the method of assessing the work of teachers who have completed their assignments. Then by giving appreciation to other teachers, it is hoped that teachers can improve interpersonal relationships, so that teachers feel comfortable and connected. between teachers is increasingly harmonious, with conditions that can improve teacher performance. And, hopefully to head school for can increase teachers' commitment to advance school with method make attachment with the teacher so the teacher will feel become part family at school. Lastly, teachers should do more increase its independence in Work although no there is supervision from head school and able finish task without must wait help colleague work.

**Keywords**: *Work Experience, Teacher Performance, Commitment*

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INTRODUCTION

Something institution or agency work realize that source power human resources (HR) is very important in achievement objective company (Van Waeyenberg et al., 2022). Global competition is one of them factor Where company No only need skilled employees in the field but also willing employees work with enterprising so that can reach optimal results. this show that employees also provide contribution to institution or agency work, because it can be said that employees are the factor that most directly influences the competitiveness of an institution or work agency (Koedel et al., 2019). Source Power skilled and fulfilling human being reject measuring some are really needed company. That's importance source Power human, like employees, in determine success something company. In case this is necessary knowledge about How direct employees to do so work with maximum. This requires companies to formulate policies that allow encouraging employee performance. Human Resources (HR) is necessary get attention special in management, because source Power man own Lots superiority compared to source other power like reason, feelings, skills, abilities, knowledge, innovation and creativity. Source Power man own role important in every activity company. Advanced technology and sufficient infrastructure can work with exists support from source power skilled and reliable to use finish activity company with good. According to Štemberger (2020) explains company need employees who have high performance. The more urge company sued for acquire, develop and maintain source power man in accordance with changing environment in a manner dynamic. Role source Power man important for need company in create management strategies source Power man parallel with important strategies in the field others (Darim, 2020).

Employee performance is results work the quality and quantity achieved by a person employee in do task in accordance with not quite enough answer given to him (Werdiningsih, 2021).The most important thing to want well by employees nor company is enhancement performance. Optimal employee performance is desired company For interest company in enhancement results work and profit . On the other hand, it's important for employee in development self and promotion job. Needed system management good performance for fulfil second desire (Nurul Aslamiyah, 2022). According to Yusuf et al (2020) level performance low employee will raises impact negative for company like lazy work, lack performance work and discipline employee. Factors certain like established regulations company, conditions work employee in fulfil demands work, so created condition thereby result employee own level low performance. There are several necessary thing fulfilled for increase performance qualified employees tall that is how company give motivation and how increase commitment employee. A employees who have performance is good will support achievement goals and objectives company. Chotimah & Nisa, (2019) defines performance that is something results achieved by employees in his job according to criteria certain things that apply for something job. According to Amelia et al (2022) performance is performance work, that is comparison between results Work with set standards. If results work a employee can fulfil standard so said that performance employee the good. As for factors negative that can be lower performance employee that is decline desire employee For reach performance work, level less absence, less accuracy time in solution work so that not enough obey regulations, as well as work programs that do not reached.

Factors that can influence performance employee is experience work. Experience Work obtained by employees who have own expertise in the job more many and expected will have experience in solve many kinds of problem, appropriate with the individual abilities of each employee. According to Didi et al (2019) an applicant's work experience should receive primary consideration in the selection process. Experienced people are potential employees who are ready to use. So it cannot be denied that more work experience will support a person's success in carrying out his duties. Jaya (2021) said that one business increase performance need done motivation work. According to Maharani & Woyanti (2023) understanding motivation is question how method push excitement work subordinates, order them want to work hard with give all abilities and skills for realize objective company. Siregar (2018) explains the motivation that is formed from the attitude of employees in dealing with company work situations. Motivation is a condition or energy that can motivate employees to achieve company goals. The pro and positive attitude of employees towards work situations will strengthen their work motivation to achieve maximum performance. Whereas Purwoko (2018) that motivation is something strength the potential that exists within self a human, who can developed Alone or developed by a number of strength beyond that at its core range around reward monetary and nonmonetary rewards, which can be influence results its performance in a manner positive or negative.

Facts on the ground state that the quality of Indonesian teachers is still worrying. This can be seen from the 2021 UKG (Teacher Competency Test) which was released by npd.kemdikbud to around 1.6 million teachers, the results were not encouraging because most of the scores were below 50 out of the highest score of 100. In fact, nearly 130,000 teachers scored between 0 to 30. As for teachers whose teacher competency test results were above 60, there were only around 200,000 teachers. The UKG results are: portrait real question quality teacher performance. Furthermore , *UNESCO (The United Nations Educational, Scientific and Cultural Organization)* data in the 2016 GEM ( *Global Education Report )* announced the quality of teachers in Indonesia as part important in education , is in order final For developing parts of the world. High school is long from School Upper Middle which is level formal education in Indonesia, in management public high school management government Now has changed become not quite enough answer government province.

Study earlier about motivation to teacher performance, such as research conducted by Sukamto & Pardjono (2016) motivation influential negative significant to Ministry of Communication and Informatics teacher performance . Study the refuted by research conducted by Pratiwi & Idawati (2019) on motivation influential positive significant to teacher performance at Broadway Barbershop PT. Together with the Five Sons. Study about commitment to teacher performance is carried out by Utamy et al (2020) commitment influential positive significant to PT teacher performance. Pelindo Surabaya. Study This get rebuttal from research conducted by Bukhari et al (2023) commitment there is influence negative to PT teacher performance. Indra Kelana Yogyakarta. Koedel et al (2019) states in a manner simultaneous influential positive significant about influence motivation and commitment to teacher performance at the Animal Husbandry Service Aceh Besar District.The results of Ritonga (2021) show that Leadership transformational No influential significant to commitment organization employees of the North Aceh Regency Islamic Sharia Service , satisfaction Work influential positive and significant to Commitment Organization employees of the North Aceh Regency Islamic Sharia Service , satisfaction Work mediate influence between characteristics Individual to commitment organization North Aceh Regency Islamic Sharia Service employees and satisfaction Work mediate influence between Leadership Transformational to commitment organization employee of the North Aceh Regency Islamic Sharia Service. Study Xuqun (2021) stated that motivation work and commitment organization influential to teacher performance. Culture organization as variable moderation strengthen motivation work and commitment organization to teacher performance at the Guidance Institute Studying in Bandar Lampung.

Employee in the environment school (teacher) is very important for Indonesia especially also in the environment working at a State High School in Bandar Lampung City. Therefore that experience work and motivation performance employees at school (teachers) with commitment as variable mediation is very necessary for push development teacher performance in the environment school. Thus, this research will study the influence of work experience and motivation on teacher performance with commitment as a mediating variable at State High Schools in Bandar Lampung City.

# METHOD

# The type of research used that is study quantitative which is where the data is expressed in numbers and analyzed with statistical techniques that is analysis descriptive, Structural Equation Modeling (SEM) and judging coefficient track using the t test. Population in study This namely teachers at Public High Schools 1 through with SMA Negeri 17 Bandar Lampung as many as 895 people. Taking sample study using the Slovin technique , which is where use formula with level desired precision. So that amount sample research used is 224 teachers. Data collection techniques for each variable use surveys by interview, questionnaires using a Likert scale on score weights, namely. Strongly Agree (SS) with a score of 5, Agree (S), Disagree with a score of 4, Neutral (N) with a score of (3), Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1.

# The data analysis technique uses statistical analysis tests, namely empirical analysis with a description of the information obtained to provide an overview/describe an event (who/what, when, where, how, how much) collected in the research. The data comes from the answers given by respondents to the items contained in the questionnaire. Then, it was analyzed using Structural Equation Modeling (SEM), where the multivariate analysis used SPSS 25 for Windows software. The stages of multivariate analysis are, (1) Equation Model Specifications Structural, (2) Identification of Equation Models Structural. (3) Model Estimation, (4) Model Fit Test).

# RESULT AND DISCUSSION

Result

Table 1. Analysis Results Descriptive

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variable | N | Minimum | Maximum | Means | Std. Deviation |
| Experience Work | 224 | 8.00 | 30.00 | 22.80 | 4.38 |
| Motivation | 224 | 38.00 | 97.00 | 76.71 | 10.14 |
| Commitment | 224 | 13.00 | 30.00 | 21.36 | 3.96 |
| Performance | 224 | 17.00 | 60.00 | 46.98 | 6.89 |

Table 1 shows that the average value for the work experience variable is 22.80 with a standard deviation of 4.38. The average value for the motivation variable is 76.71 with a standard deviation of 10.14. The average value for the commitment variable is 21.36 with a standard deviation of 3.96. While the average value for the performance variable is 46.9 8 with a standard deviation of 6.89.

Table 2. Regression Results Equality Variable Commitment using SEM

|  |  |
| --- | --- |
| Variable Independent | Variable Dependent: **Commitment**  |
| Beta coefficient | t | Sig. |
| Experience Work | 0.38 | 3.83 | 0.000 |
| Motivation | 0.27 | 2.69 | 0.008 |
| F-Sig | = | 0.000 |  |  |  |
| R square | = | 0.323 |  |  |  |
| Adjusted R Square | = | 0.308 |  |  |  |
| Significance | = | 5% |  |  |  |

Based on table 2 it can be seen that work experience and motivation have a significant positive effect on commitment, indicated by a sig value of 0.000 <0.05 and 0.008 <0.05. This means that if work experience and motivation increase, commitment will increase. The adjusted R2 value is 0.308 which means that 30.8% of the commitment variable can be explained by work experience and motivation variables, the remaining 69.2% is explained by other variables not included in this study.

Table 3. Regression Results Equality Performance Variables using SEM

|  |  |
| --- | --- |
| Variable Independent | Variable Dependent : **Performance** |
| Coefficient beta | t | Sig. |
| Experience Work | 0.42 | 4.93 | 0.000 |
| Motivation | 0.22 | 2.67 | 0.009 |
| Commitment | 0.28 | 3.35 | 0.001 |
| F-Sig | = | 0.000 |  |  |  |
| R square | = | 0.585 |  |  |  |
| Adjusted R Square | = | 0.570 |  |  |  |
| Significance | = | 5% |  |  |  |

Based on table 3 can seen that experience work, motivation and commitment influential positive significant on performance. this showed with mark significance from third variable < 0.05. The adjusted R2 value is 0.507 which means that 50.7% is variable performance can explained by variables experience Work motivation, and commitment the rest 49.3 % is explained by other variables that are not included in study this.

Table 4. Identification of Equation Models Structural

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Between Variables** | **Influence Direct** | **Indirect Influence** |
| 1 | Experience Work  performance  | 0.426 | - |
| 2 | Motivation  performance  | 0.222 | - |
| 3 | Experience Work  commitment  performance  | - | 0.111 |
| 4 | Motivation  commitment  performance  | - | 0.078 |

Analysis multivariate used in study This use which is the Structural equation modeling (SEM) method obtained results influence direct between experience Work to performance of 0.426, on the variable motivation to performance obtained mark influence direct 0.222, on the variable experience Work to commitment and performance obtained influence No direct with value 0.111. While on variables motivation to commitment and performance obtained influence No direct that is of 0.078. Below, this is results analysis track use estimated model in the figure as following.



Figure 1. Model Estimation

Thick line in figure 1 results analysis track show influence direct between the variables shown in the thick line. Influence direct is influence from One variable independent going to variable dependent, without via variables dependent others. on variables experience work on performance show results influence direct of 0.426 which means experience Work influential positive and significant to teacher performance. And motivation on performance show the result is 0.222 which is significant motivation influential positive and significant to teacher performance. Whereas influence no direct explained with dotted line. Influence No direct is connection between variable independent influencing variable dependent through mediation another variable called intervening variable. In Figure 1 shows that experience work on performance through commitment get the result is 0.111 which is significant experience Work influential positive and significant to commitment as well as commitment influential positive and significant to performance. Motivation on performance through commitment get the result is 0.078 which is significant motivation influential positive and significant to commitment as well as commitment influential positive and significant to performance.

On research this, researcher using existing Structural Equation Modeling (SEM). in the Lisrel program Where method This test in a manner together the model consists from variable independent and variable dependent . After get away testing validity and reliability with the CFA model, then stage furthermore is analyze data fit to the model whole or in Lisrel called Goodness of Fit (GOF). Testing This will evaluate what is the resulting model? is a fit model or no. From the resulting printed output estimate 2ndCFA measurements on the Lisrel program, analysis compatibility the whole model can seen from number statistics as the following, namely.

1. The Chi-square value is 707.55 and p = 0.00 < 0.05. those results show that compatibility not enough Good Because requirements for a good model that is If small Chi Square value and p> 0.05 no fulfilled.
2. The NCP value is 326.74 which is mark Enough big. 90% confidence interval of NCP (255, 12; 406.19) is width, then based on the NCP can concluded that compatibility the whole model is lacking good.
3. Furthermore, the RMSEA value is 0.073 which is significant model fit is good fit and 90% internal confidence of RMSEA (0.064; 0.081), and the RMSEA value is still is at in range of that interval so RMSEA has good precision. Good RMSEA score is ≤ 0.05 close fit and 0.05 < RMSEA ≤ 0.08 good fit. Whereas If RMSEA values between 0.08 and 0.10 are marginal fit and > 0.10 indicate poor fit. P-Value for test of close fit (RMSEA < 0.05) = 0.00 < 0.50, then compatibility the whole model is lacking OK , the desired p-value for the test of close fit is ≥ 0.50.
4. After it , done ECVI analysis as model comparison and increasingly small ECVI value of a model then the more Good level match. Testing model match can seen with use ECVI saturated and ECVI independence values. The ECVI value of the model is known that is of 5.56; ECVI saturated model 6.04; and ECVI independence model 30.73. From the results the can analyzed that ECVI model more near value to the ECVI saturated model compared to the ECVI independence model. Then, 90% internal confidence of ECVI (5,10; 6.08) indicates that the ECVI model is within the 90% confidence interval, so estimate ECVI value has good precision. So got concluded that compatibility the whole model based on ECVI is good. this supported statement that the ECVI saturated model represents 'best-fit' and the ECVI Independence model represents 'worst-fit', then the desired ECVI value the model should be close Possible with the ECVI saturated model.
5. Like ECVI, AIC is also used as model comparison. The resulting model AIC values is 856.74; the AIC value of the saturated model is 930.00; and the AIC independence model value is 4732.65. Can seen that the AIC model is more near to the AIC saturated model compared to the AIC independence model, then compatibility the whole model is said good.
6. Same thing with AIC, CAIC can analyzed with the same way, ie with compare CAIC value model with saturated CAIC and independent CAIC. The CAIC value of the model is 1119.57; saturated CAIC value 2810.19; and the CAIC independence value is 4853.95. those results prove that the CAIC value of the model is more near to Saturated CAIC compared with Independence CAIC, so can said that compatibility the whole model is good.
7. The Standardized RMR value = 0.087 > 0.05 shows that compatibility the overall model is lacking well, because should RMR value ≤ 0.05.
8. Meanwhile, the GFI value is of 0.76 so poor model fit good. And the AGFI value is 0.72 which is significant The same with GFI ie poor model fit good. Good model fit value for parameters AGFI and GFI is ≥ 0.90, and a value of 0.8 < GFI/AGFI ≤ 0.90 is marginal fit.
9. Furthermore, NFI = 0.85; NFI values are at intervals of 0.80 ≤ NFI < 0.90, then compatibility the overall model is marginal fit. Criteria model fit for the NFI parameter is ≥ 0.9 means good (good fit) and moderate fit (marginal fit) is indicated by 0.8 ≤ NFI < 0.9.
10. Likewise with the NFI parameter, NNFI value = 0.92 ≥ 0.90; so compatibility the whole model is good (good fit).
11. CFI = 0.93 ≥ 0.90; so compatibility the whole model is good (good fit).
12. IFI = 0.93 ≥ 0.90; so compatibility the whole model is good (good fit).
13. RFI = 0.84; the NFI value is in the interval 0.80 ≤ NFI < 0.90, then compatibility the overall model is of marginal fit.

Table 5. Fit Test Overall Model (Goodness of Fit)

|  |  |  |  |
| --- | --- | --- | --- |
| GOF Size | Target Match Rate | Estimation Results | Match Level |
| Chi Square P | Small value p > 0.05 | χ2 = 707.55(p = 0.0) | Not good  |
| NCP Intervals | Little value Narrow interval  | 326.74(255, 12 ; 406.19) | Not good  |
| RMSEA P (Close Fit) | RMSEA ≤ 0.08p ≥ 0.50 | 0.073(p = 0.0) | Good fit |
| ECVI | Small and close value with ECVISaturated | M\* = 5.56S\* = 6.04I\* = 30.73 | Good fit |
| AIC | Small and close value with AICSaturated | M\* = 856.74S\* = 930.00I\* = 4732.65 | Good fit |
| CAIC | Small and close value with CAICSaturated | M\* = 1119.57S\* = 2810.19I\* = 4853.95 | Good fit |
| NFI | NFI ≥ 0.90 | 0.85 | Marginal fit |
| NNFI | NNFI ≥ 0.90 | 0.92 | Good fit |
| CFI | CFI ≥ 0.90 | 0.93 | Good fit |
| IFI | IFI ≥ 0.90 | 0.93 | Good fit |
| RFI | RFI ≥ 0.90 | 0.84 | Marginal fit |
| RMR | Standardized RMR≤ 0.05 | 0.087 | Not good  |
| GFI | GFI ≥ 0.90 | 0.76 | Not good  |
| AGFI | AGFI ≥ 0.90 | 0.72 | Not good  |

Note: \*M = Model; S = Saturated; I = Independence

Table 5 concludes suitability test results the whole model. From the discussion that has been done before, shows there are 5 GOF sizes that show poor match well, 2 size GOF shows marginal fit, and 7 GOF measures show good fit , so can concluded that compatibility the overall model is good fit.

 **Hypothesis Test Results**

1. The beta coefficient for the work experience variable on performance is 0.387. Through the t test with a significance level of 0.05, the t count results for the work experience variable on performance are greater than t table (3.830> 1.645). The test results state that work experience has a positive and significant effect on performance. Thus it can be concluded that hypothesis 1 (H1), namely work experience has a positive and significant effect on the performance of public high school teachers in the city of Bandar Lampung is supported.
2. The beta coefficient of the motivation variable on performance is 0.273. Through the t test with a significance level of 0.05, the calculated t results for the motivation variable on performance were greater than the t table (2.697>1.645). The test results state that motivation has a positive and significant influence on performance. Thus, it can be concluded that hypothesis 2 (H2), namely that motivation has a positive and significant effect on the performance of State High School teachers in Bandar Lampung City, is supported.
3. The beta coefficient of the commitment to performance variable is 0.286. Through the t test with a significance level of 0.05, the calculated t results for the commitment to performance variable were greater than the t table (3.351>1.645). The test results stated that commitment had a positive and significant effect on the performance of public high school teachers in Bandar Lampung City. Thus, it can be concluded that hypothesis 3 (H3) is supported, namely that commitment has a positive and significant effect on the performance of State High School teachers in Bandar Lampung City.
4. Commitment to mediate the effect of work experience on performance obtains a result of 0.111, which means commitment has no effect mediating work experience on performance. Thus it can be concluded that hypothesis 4 (H4), namely commitment to mediate the effect of work experience on the performance of public high school teachers in the city of Bandar Lampung is not supported.
5. Commitment to mediate the effect of motivation on performance obtained a result of 0.078, which means commitment does not mediate the effect of motivation on performance. Thus it can be concluded that hypothesis 5 (H5), namely commitment to mediate the influence of motivation on the performance of public high school teachers in the city of Bandar Lampung is not supported.

Discussion

One possible factors influence performance employee is experience work. Experience Work found in employees who have have working hours more much to look forward to will have various type experience in solve many kinds of problem. Armed experience the expected each employee have quality source Power tall human in increase performance work more high (Van Waeyenberg et al., 2022). Sapari Kahpi et al (2022) Experience work, training work, organizational climate and its influence on the performance of PT employees. PLN (Persero) Suluttenggo region. Type of research used is associative with use method analysis multiple linear regression. Techniques data collection with use purposive sampling method. Result of research This show that there is influence significant kindly simultaneous experience work, training work and climate organization to performance employee. Badrianto & Ekhsan (2021) show that experience work influential positive and significant to development career. Education and training influential positive and significant to Development Kotur's career.

Azizah et al (2019) explains motivation formed from employee attitude for face situation Work company (situation). Motivation is a condition or energy that might move employees to achieve company goals. The pro and positive attitude of employees towards work situations will strengthen their work motivation to achieve maximum performance. Rahayu & Dahlia (2023) that motivation is something strength the potential that exists within self a humans, who can developed Alone or developed by a number of strength outside the essence range around reward monetary and non- monetary rewards, which can be influence results its performance in a manner positive or negative. Oktaviani & Garnasih (2023) stated understanding motivation is question how method push excitement work subordinates, so that they Want to Work hard with give all abilities and skills For realize objective company. Benshlomo (2023) said that one business increase performance need done motivation work.

Iqmalia et al (2022) mentions in the world of work, commitment somebody to his profession nor organization place Work often becomes very important issue. Even a number of organization brave enter element commitment as one condition for hold position or position offered in advertisement vacancies work, this showing importance commitment in the world of work commitment work at the company no regardless from form connection between employee with work or profession in place employee the work for it objective business that the company wants that. If the company's ability to manage its employees well will create a strong commitment from its employees towards the company, conditions like this are very good for achieving company goals, because with conditions like these employees will be able to optimize their performance. Based on the explanation above, it can be concluded that organizational commitment can influence employee performance. By having high commitment, an employee will carry out their duties or work in an orderly and smooth manner so that work results (performance) will increase and will have an impact on employee performance. company goals can be achieved optimally. Research results in line with research Eldison (2020) that shows that commitment organization No influential to performance employees of the Social Service and the Surakarta City Manpower and Industry Service.

Commitment organizational Pradesa et al (2021) identified three theme different in identify commitment. Third theme the is commitment as attachment affective to the organization, commitment as costs covered if leave or go out organization and commitment as obligation for still in organization. Mar'at (2018) stated that employees who have motivation high, they are will understand what to do, excited in work, work with like heart without there is pressure and ability give best results. Giving encouragement form motivation from superior to subordinates do in a manner Keep going continuously will create good relationship between superior with subordinates. Given employee encouragement will feel noticed, valued, and felt involved in activity organization, then will grow commitment to organization. The process of occurrence commitment Of course just need a long time, and there is lots influencing factors, employees who have commitment organizational tall own difference attitude than committed low. Armstrong and Baron in Wibowo (2017) stated that performance is results job that has connection strong with objective strategic organization, satisfaction consumers and deliver contribution to the economy. Employees who own high performance of course just will makes it easier organization in reach goal. Superior own role important in give motivation and growth commitment organizational to employees to achieve performance employee. For reach objective organization needed performance high employees. High employee performance influenced motivation work and commitment organizational.

CONCLUSION

Based on results research that has been presented above obtained conclusion that is experience work influential positive and significant to performance, motivation influential positive and significant to performance, commitment mediate influence experience work to performance and commitment mediate influence motivation to performance. With so the teacher can increase performance through experience work and work for produce quality work in accordance with criteria that have determined at school. Apart from that, you can increase motivation teachers work with method value results the work of teachers who have finish his job then give award for other teachers that, the teachers in order to improve connection between personal, so the teacher feels comfort and connection between teachers intertwined harmonious, with condition the can increase teacher performance. Also, can increase occurs teacher commitment to advance school with method make attachment with the teacher so the teacher will feel become part family at school. The results of this study can theoretically add to knowledge about human resources in the field of education about how commitment and work experience are used to motivate teacher performance. In addition, the results of this study also need to be tested again with a larger population and sample and research methods in order to improve and strengthen the results of this study.

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