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THE EFFECT OF WORK EXPERIENCE, WORK ENVIRONMENT, AND WORKLOAD ON EMPLOYEE PRODUCTIVITY THROUGH WORK DISCIPLINE AT THE BMCKTR (BINA MARGA, CIPTA KARYA AND TATA RUANG) OFFICE OF WEST SUMATERA PROVINCE

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ABSTRAK

Abstract. *The purpose of this study is to determine the extent to which work experience, work environment, and workload affect employee productivity through work discipline at the BMCKTR (Bina Marga, Cipta Karya, and Tata Ruang) Office of West Sumatera Province. The research method used is a quantitative approach with an associative design. Data collection techniques included observation, interviews, and questionnaires. The research sample consisted of 76 employees selected using non-probability sampling with random sampling. Data analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Square (PLS). The research results indicate that: Work Experience has a positive and significant effect on Work Discipline, Work Environment has a positive and significant effect on Work Discipline, Workload has a positive but insignificant effect on Work Discipline, Work Experience has a positive but insignificant effect on Productivity, and Work Environment has a positive and significant effect on Productivity. Workload has a positive but insignificant effect on Productivity, while Work Discipline has a positive and significant effect on Productivity. On the other hand, Work Discipline can mediate the relationship between Work Experience and Work Environment on Productivity, but Work Discipline cannot mediate the relationship between Workload and Productivity.*

Abstrak. Tujuan dari penelitian ini adalah untuk mengetahui seberapa besar Pengaruh Pengalaman Kerja, Lingkungan Kerja, dan Beban Kerja Terhadap Produktivitas Pegawai Melalui Disiplin Kerja Pada Dinas BMCKTR (Bina Marga, Cipta Karya dan Tata Ruang) Provinsi Sumatera Barat. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan desain asosiatif. Teknik pengumpulan data penelitian ini menggunakan observasi, wawancara, dan kuesioner. Sampel penelitian terdiri dari 76 pegawai yang diambil memalui teknik *non probability sampling* dengan penarikan *Random Sampling*. Analisis data dilakukan menggunakan *Structural Equation Modeling* (SEM) dengan menggunakan *Partial Least Square* (PLS). Hasil Penelitian menunjukkan bahwa: Pengalaman Kerja berpengaruh positif dan signifikan terhadap Disiplin Kerja, Lingkungan Kerja berpengaruh positif dan signifikan terhadap Disiplin Kerja, Beban Kerja berpengaruh positif dan tidak signifikan terhadap Disiplin Kerja, Pengalaman Kerja berpengaruh positif dan tidak signifikan terhadap Produktivitas, Lingkungan Kerja berpengaruh positif dan signifikan terhadap produktivitas. Beban Kerja berpengaruh positif dan tidak signifikan terhadap Produktivitas, Disiplin Kerja berpengaruh positif dan signifikan terhadap Produktivitas. Di sisi lain, Disiplin Kerja mampu memediasi Pengalaman Kerja dan Lingkungan Kerja terhadap

Produktivitas, namun Disiplin Kerja tidak mampu memediasi Beban Kerja terhadap Produktivitas.

INTRODUCTION

Human resources play a very important role in determining the success of an organization or company, because people are valuable assets that require special attention. Therefore, as the company's main asset, human resources must be managed optimally. Good management aims to ensure that human resources can contribute maximally to increasing employee productivity while supporting the achievement of organizational goals. To achieve this, effective management is needed to manage human resources systematically, planned, and efficiently.

Productivity can be defined as the ratio between output that can be measured in terms of physical form and value and the measured labor input. Every company strives to continuously improve the productivity of its employees, because human resources are a key element in the success of an organization (Rahmansyah, 2023). Defined by (Rahmawati Br. Lubis, 2024), productivity is a comparison between the results achieved and factors such as job roles, time, and regulations governing individual working hours. In this context, increasing employee productivity must consider various influencing factors, including employee demands and needs. One important factor contributing to increased productivity is work experience.

In the employee placement process, managers need to consider various factors that affect the sustainability of the company. One important aspect that must be considered is work experience. (Rahmawati Br. Lubis, 2024), states that work experience includes the knowledge, skills, and abilities that employees have in carrying out their responsibilities in their previous jobs. Meanwhile, (Siregar et al., 2024), defines work experience as the competence or expertise that employees have in carrying out their responsibilities.

Level of work experience, work environment, and workload are some of the many factors that play a role in increasing employee productivity. This statement emphasizes that efforts to increase employee productivity require attention to various influencing factors, including meeting employee needs and providing a conducive work environment to support employees in working to their full potential and achieving their best results.

The work environment consists of all elements, including facilities, infrastructure, and conditions surrounding employees while performing their duties, which can affect their effectiveness in completing their work (Sunarto, 2023). According to (Santoso, 2022), the work environment encompasses all aspects that have the potential to influence organizational performance. Creating a conducive work environment cannot be achieved instantly, but requires focused efforts from the company. To that end, companies need to provide adequate motivation and support to employees so that they are encouraged to perform their duties optimally, thereby having a positive impact on improving the overall productivity of the organization.

As defined by the Minister of Home Affairs, workload is the amount of work that must be completed by an individual or organizational unit, calculated based on the product of the volume of work and the predetermined standard time. A mismatch between an individual's abilities and the demands of the job can have different consequences: if an individual's capacity exceeds the demands of the job, it can lead to boredom; conversely, if an individual's capacity is below the required standard, it can lead to excessive fatigue (Fatkhuri et al., 2024). Meanwhile, (Riwukore et al., 2022) argue that there is a significant relationship between workload and employee performance, where high workloads tend to have a negative impact on performance.

Discipline reflects employees' obedience and respect for the rules and policies established by the company (Zysman, 2022). Work discipline can be interpreted as a form of obedience, respect, and appreciation for the applicable rules, both written and unwritten. This attitude reflects a willingness to comply with established rules and a readiness to accept consequences or sanctions in the event of a violation of regulations or authority (Rivaldo, 2023).

Efforts to create employee job satisfaction can be observed through the following employee performance realizations and achievements:

Table 1. Annual Performance Report of the West Sumatera Provincial BMCKTR Office for 2023

NO	STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	2023 PLAN	2023 REALIZATION
1.	Increased Organizational Performance Accountability	Performance Accountability Score	BB 73.70%	B 61.59%
2.	Improved Organizational Service Quality	Level of satisfaction with the Organization's services	73.70%	88.50 %
3.	Improved Road Stability	Road stability ratio	77 %	67.99 %
4.	Increased Coverage of Proper Drinking Water	Access to clean drinking water	84 %	85.58 %
5.	Increased Coverage of Proper Sanitation	Access to proper sanitation	84 %	84.95 %
6.	Improved Quality and Quantity of Strategic Buildings	Percentage of strategic buildings constructed	6 %	6 %
7.	Realization of Good and Sustainable Spatial Planning	Percentage of development plans that are in line with the Provincial Spatial Plan (RTRW)	87.00 %	88 %

Source: *BMCKTR Office of West Sumatera Province 2023*

Based on Table 1, it can be seen that of the 7 indicators at the West Sumatera Provincial Office of Highways, Public Works, and Spatial Planning in 2023, there are 2 indicators whose achievements did not meet the targets, namely: Performance Accountability Score with a performance realization of 61,59% and Road Stability Ratio of 67,99%. The assessment of the West Sumatera Provincial Public Works, Creative Works, and Spatial Planning Agency in 2023 is one of the materials used to measure the performance of the Provincial Government in accordance with the existing Performance Targets.

Based on the phenomena observed in this study and the problems identified previously, the author is interested in conducting research with the title “The Effect of Work Experience, Work Environment, and Workload on Employee Productivity Through Work Discipline at the BMCKTR (Bina Marga, Cipta Karya dan Tata Ruang) Office of West Sumatera Province”.

LITERATURE REVIEW

Productivity

Productivity can be defined as the level of efficiency in carrying out work related to the production of goods and services. The concept of productivity focuses on the optimal use of resources in the production process. (Rahmawati Br. Lubis, 2024), states that productivity is a comparison between the results achieved and factors such as work roles, time, and regulations governing individual working hours. Work role in this context refers to the effective and efficient use of resources to achieve maximum results. The following are the dimensions of productivity according to (Trisnawaty, 2021):

1. Effectiveness
2. Efficiency

Work Experience

According to (Siregar et al., 2024), work experience is the competence or expertise possessed by employees in carrying out their responsibilities. Individuals with work experience tend to perform better than those who are new to the workforce, as they have learned from various activities and problems that arise during work. The following are the dimensions of work experience according to (Indriati, 2022):

1. Length of service
2. Level of knowledge and skills possessed
3. Mastery of work and equipment

Work Environment

The work environment includes all facilities available in the work area, including equipment and materials that can affect employees in carrying out their assigned tasks. This aims to create a pleasant, safe, and comfortable atmosphere for employees (Rahmansyah, 2023). The following are the dimensions of the work environment according to (Trisnawaty, 2021):

1. Physical work environment
2. Psychological or non-physical work environment

Workload

According to (Trisnawaty, 2021), workload is a condition at work that includes a description of tasks that must be completed within a certain period of time. The work capacity of each employee varies and is greatly influenced by skill level, physical fitness, age, and the physical characteristics of the individual concerned. The following are the dimensions of workload according to (Santoso, 2022):

1. Targets that must be achieved
2. Work conditions
3. Use of standard working time

Work Discipline

According to (Irwan, 2023), work discipline is the mental attitude of individuals or groups that reflects compliance with the systems and rules established by the organization. This discipline is closely related to motivation, intelligence, and employee compliance, which collectively contribute to increased work productivity. The following are the dimensions of work discipline according to (Saputra, 2022):

1. Dimension of effective time
2. Dimension of responsibility in work and tasks
3. Dimension of attendance

RESEARCH METHOD

Type of Research

This research uses a quantitative approach by collecting numerical data, which is then processed and analyzed using statistical techniques to test the formulated hypothesis. The research design applied is descriptive quantitative, with the aim of describing conditions or phenomena that occur objectively based on numerical data. The stages of research include data collection, calculation, and interpretation of the results obtained.

Population and Sample

The population is the area of generalization consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was 309 employees of the West Sumatera Provincial Office of Bina Marga, Cipta Karya and Tata Ruang.

The research sample consisted of 76 employees selected through non-probability sampling using random sampling.

In this study, the margin of error was 10%.

$$n = \frac{N}{1 + Ne2}$$

$$n = \frac{309}{1 + 309\ (0,1)^{2}}$$

n = 75,55 rounded to 76

This study obtained a sample of 76 people from a population of 309 employees at the West Sumatera Provincial Office of Bina Marga, Cipta Karya and Tata Ruang.

RESULTS AND DISCUSSION

Outer Model Testing (Measurement Model)

Indicators can be considered to meet the criteria for good convergent validity if they have an outer loading value greater than 0,5. The following figure presents the outer loading values of each indicator for each research variable as follows:

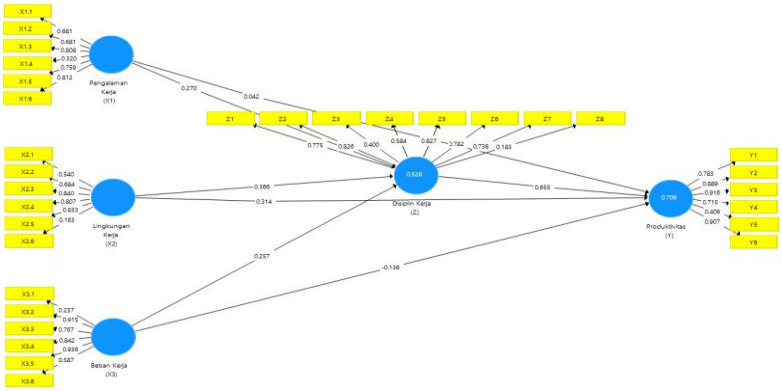

Figure 1. Outer Loading Results Before Elimination

Based on the results processed in the SmartPLS application, there were several statement values below 0,5, so all invalid statements or those below 0,5 were eliminated. The statements that were eliminated were (X1.4, X2.6, X3.1, Y.5, Z.3, Z.8).

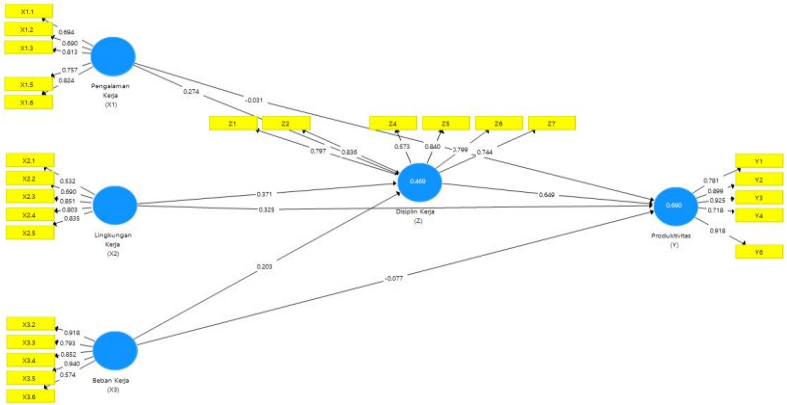

Figure 2. Outer Loadings After Elimination

Average Variance Extracted (AVE) Testing

The validity criteria of a construct or variable can also be assessed through the Average Variance Extracted (AVE) assessment of each construct or variable. A construct is said to have high validity if its value is above 0,50. The following are the Average Variance Extracted values presented in Table 2:

Table 2. Average Variance Extracted (AVE) Values

Variable	*Average Variance Extracted* (AVE)
Productivity (Y)	0,726
Work Experience (X1)	0,574
Work Environment (X2)	0,565
Workload (X3)	0,682
Work Discipline (Z)	0,593

Source: SmartPLS processing results, 2025

Reliability Testing

A construct value is considered reliable if it provides a composite reliability value and Cronbach's alpha > 0,70. The reliability test results are presented in Table 3:

Table 3. Nilai Reliabilitas

Construct (Variable)	*Cronbach's Alpha*	*Composite Reliability*	Keterangan
Productivity (Y)	0,905	0,929	*Reliable*
Work Experience (X1)	0,814	0,870	*Reliablel*
Work Environment (X2)	0,803	0,864	*Reliable*
Workload (X3)	0,875	0,913	*Reliable*
Work Discipline (Z)	0,868	0,896	*Reliable*

Source: SmartPLS processing results, 2025

Inner Model Testing (Structural Model)

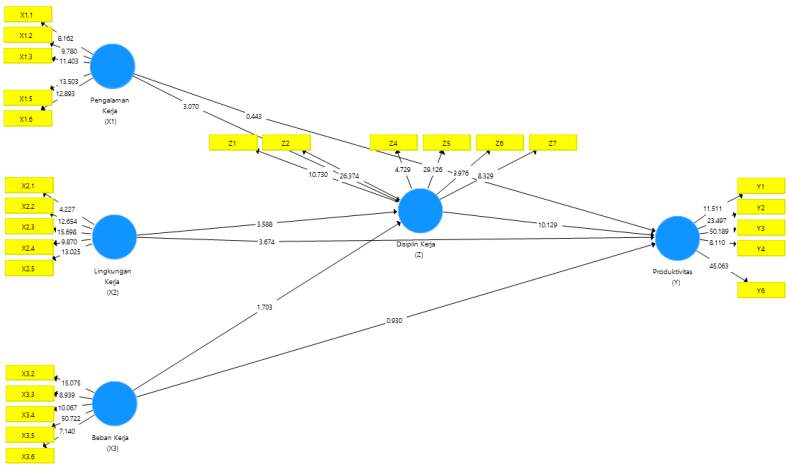

Figure 3. Structural/Inner Model

The following is the R-Square estimate in Table 4:

Table 4. Evaluation of R Square Values

Variable	*R Square*	*R Square Adjusted*
Produktivitas (Y)	0,690	0,673
Disiplin Kerja (Z)	0,469	0,447

Source: SmartPLS processing results, 2025

Hypothesis Testing

Hypothesis testing in this study can be assessed based on the t-statistic or t-count value compared to the t-table value of 1,96 at an alpha level of 5%. If the t-statistic/calculated t-value < t-table 1,96 at alpha 5%, then H0 is rejected, and if the t-statistic/calculated t-value > t-table 1,96 at alpha 5%, then Ha is accepted. The following is the SmartPLS output, which illustrates the estimation output for structural model testing in Table 5:

Table 5. Result For Inner Weight

Direct Relationship	*Original Sample (O)*	*Sample Mean (M)*	*Standart Deviation (STDEV)*	*T-Statistic*	*P-Values*
Work Experience (X1) => Work Discipline (Z)	0,274	0,270	0,089	3,070	0,002
Work Environment (X2) => Work Discipline (Z)	0,371	0,381	0,103	3,588	0,000
Workload (X3) => Work Discipline (Z)	0,203	0,209	0,119	1,703	0,089
Work Experience (X1) => Productivity (Y)	- 0,031	-0,022	0,071	0,443	0,658
Work Environment (X2) => Productivity (Y)	0,325	0,318	0,089	3,674	0,000
Workload (X3) => Productivity (Y)	- 0,077	-0,079	0,083	0,930	0,353
Work Discipline (Z) => Productivity (Y)	0,649	0,658	0,064	10,129	0,000

Source: SmartPLS processing results, 2025

Path Analysis

Based on the results of data testing using the Smart PLS program tool, the path analysis results can be seen in the following table:

Table 6. Result Path Analysis

Indirect Relationship	*Original Sample (O)*	*Sample Mean (M)*	*Standart Deviation (STDEV)*	*T-Statistic (O/STDEV)*	*P-Values*
Work Experience (X1) => Work Discipline (Z) => Productivity (Y)	0,178	0,177	0,059	3,019	0,003
Work Environment (X2) => Work Discipline (Z) => Productivity (Y)	0,241	0,251	0,073	3,320	0,001
Workload (X2) => Work Discipline (Z) => Productivity (Y)	0,132	0,138	0,082	1,611	0,108

Source: Results of SmartPLS Inner Model Testing, 2025

Based on the t-statistic or t-count value path diagram, it is useful to assess whether the hypothesis is accepted or rejected by comparing the t-statistic or t-count value with the t-table at 1,96 (at a 5% error rate). The following are the test results and discussion of each hypothesis:

1. **The Effect of Work Experience on Work Discipline**

   Testing the data using the SmartPLS program tool found a Work Experience coefficient value of 3.070, which is the magnitude of the influence of this construct on Work Discipline. Next, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table value of 1.96 at an alpha of 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 3.070 > 1.96 with a p-value of 0.002 < 0.05, the hypothesis can be accepted or H0 rejected and H1 accepted. In other words, there is a significant positive influence of Work Experience on Work Discipline.

2. The Effect of Work Environment on Work Discipline

Testing the data using the SmartPLS program tool found a Work Environment coefficient value of 3.588, which is the magnitude of the influence of this construct on Work Discipline. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at alpha 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 3.588 > 1.96 with a p-value of 0.000 < 0.05, the hypothesis can be accepted or H0 rejected and H2 accepted. In other words, there is a significant positive influence of the Work Environment on Work Discipline.

3. The Influence of Workload on Work Discipline

Testing the data using the SmartPLS program tool found a Workload coefficient value of 1.703, which is the magnitude of the influence of this construct on Work Discipline. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at alpha 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 1.703 < 1.96 with a p-value of 0.089 > 0.05, therefore H0 is accepted and H3 is rejected. In other words, there is a positive but insignificant effect of Workload on Work Discipline.

4. The Effect of Work Experience on Productivity

Testing the data using the SmartPLS program tool found a work experience coefficient value of 0.443, which is the magnitude of the influence of this construct on productivity. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison was made between the t-statistic or t-count value and the t-table value of 1.96 at an alpha of 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 0.443 < 1.96 with a p-value of 0.658 > 0.05, therefore H0 is accepted and H4 is rejected, in other words, there is a positive but insignificant effect of Work Experience on Productivity.

5. The Effect of Work Environment on Productivity

Testing the data using the SmartPLS program tool found a Work Environment coefficient value of 3.674, which is the magnitude of the influence of this construct on Productivity. Next, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at alpha 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 3.674 > 1.96 with a p-value of 0.000 < 0.05, the hypothesis can be accepted or H0 rejected and H5 accepted. In other words, there is a significant positive influence of the Work Environment on Productivity.

6. The Influence of Workload on Productivity

Testing the data using the SmartPLS program tool found a Workload coefficient value of 0.930, which is the magnitude of the influence of this construct on Productivity. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at alpha 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 0.930 < 1.96 with a p-value of 0.353 > 0.05, therefore H0 is accepted and H6 is rejected. In other words, there is a positive but insignificant effect of Workload.

7. The Effect of Work Discipline on Productivity

Testing the data using the SmartPLS program tool found a Work Discipline coefficient value of 10.129, which is the magnitude of the effect this construct has on Productivity. Next, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table value of 1.96 at an alpha of 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 10.129 > 1.96 with a p-value of 0.000 < 0.05, the hypothesis can be accepted or H0 rejected and H7 accepted. In other words, there is a significant positive influence of Work Discipline on Productivity.

8. Work Discipline mediates Work Experience on Productivity

Testing the data using the SmartPLS program tool found a Work Experience coefficient value of 3.019, which is the magnitude of the influence this construct has on Productivity through Work Discipline. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at an alpha of 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 3.019 > 1.96 with a p-value of 0.003 < 0.05, the hypothesis can be accepted or H0 rejected and H8 accepted. In other words, there is a significant positive influence of Work Experience on Productivity through Work Discipline.

9. Work Discipline mediates Work Environment on Productivity

Testing the data using the SmartPLS program tool found a Work Environment coefficient value of 3.320, which is the magnitude of the influence this construct has on Productivity through Work Discipline. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at alpha 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 3.320 > 1.96 with a p-value of 0.001 < 0.05, the hypothesis can be accepted or H0 rejected and H9 accepted. In other words, there is a significant positive influence of the Work Environment on Productivity through Work Discipline.

10. Work Discipline mediates Workload on Productivity

Testing the data using the SmartPLS program tool found a Workload coefficient value of 1.611, which is the magnitude of the influence of this construct on Productivity through Work Discipline. Furthermore, to assess whether this hypothesis is accepted or rejected, a comparison is made between the t-statistic or t-count value and the t-table 1.96 at alpha 5%. Where the t-statistic value > t-table 1.96 at alpha 5% or 1.611 < 1.96 with a p-value of 0.108 > 0.05, therefore H0 is accepted and H10 is rejected. In other words, there is a positive but insignificant effect of Workload on Productivity through Work Discipline.

CONCLUSION

Based on the analysis and discussion, several conclusions can be drawn as follows:

1. There is a significant influence between Work Experience and Work Discipline.
2. There is a significant influence between Work Environment and Work Discipline.
3. There is no significant influence between Workload and Work Discipline.
4. There is no significant influence between Work Experience and Productivity.
5. There is a significant influence between Work Environment and Productivity.
6. There is no significant influence between Workload and Productivity.
7. There is a significant influence between Work Discipline and Productivity.
8. Work Discipline mediates Work Experience on Productivity
9. Work Discipline mediates Work Environment on Productivity
10. Work Discipline does not mediate Workload on Productivity

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