

The Effect of Affiliated Motivation, Work Environment, Competency, and Affective Commitment on Performance of Transportation Service Officers, Labuhanbatu District

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Abstract

This Study conducted to use analyze influence from motivation affiliate, environment work, competence and commitment affective to performance employee at the Department of Transportation Regency Labuhanbatu. Study this use method quantitative. Result of study this show that all independent variables give influence positive and significant to performance employee good by simultaneous nor partial. That thing proved with results from the t test and F test of the study. t test showing results from variable motivation affiliated (X 1) has score t arithmetic (4.55) > t table (1.66) which means Ha accepted and H o rejected with score significant smaller from score probability 0.05 or score significant 0.000 < 0.05, then could concluded that variable motivation affiliate (X 1) influential positive and significant to performance employee. Environment work (X 2) has score t count (5.41) > t table (1.66) which means Ha is accepted and Ho is rejected with score significant smaller from probability 0.05 or 0.000 < 0.05 then could concluded that environment work (X2) has an effect positive and significant to performance employee. Competence (X3) has score t arithmetic (9.62) > t table (1.66) which means Ha is accepted and Ho is rejected, with score significant smaller from probability 0.05 or 0.000 < 0.05, then could concluded that competence (X 3) has an effect positive and significant to performance employee. Commitment affective (X 4) has score t count (13,42) > t table (1.66) which means Ha is accepted and Ho is rejected with score significant smaller from probability 0.05 or 0.000 < 0.05 then could concluded that commitment affective (X 4) influential positive and significant to performance employee. F value count in table 6 which is 155.27 > F table 2.48 with score significance 0.000 < 0.05. The result show that motivation affiliate, environment work, competence and commitment affective by simultaneous have influence positive and significant to performance employee.

Keywords: motivation affiliated; environment work; competence; commitment affective; employee performance.

1. Introduction

The success of an organization is strongly influenced by several factors, one of which is the performance produced by employees. This assumption requires every organization to have qualified and appropriate employees that are needed. Employee performance is size from to what extent are employees capable To do her job with good and capable reach not quite enough related answer with profession until satisfactory level or the level expected by the organization the place his work (Ribeiro et al., 2021). Employee performance can be influenced by several factors, one of which is the motivation given by the leadership of the organization. Motivation is the ability of a leader to direct members of the organization to behave in accordance with the needs of the organization. Ivanov & Usheva, (2021) defines motivation as a process of initiating, directing and maintaining the behavior of organizational members that are directed at the desired goals of the organization. According to Kehr's opinion as quoted by Runge et al., (2020) motivation can be grouped into several types, including affiliation motivation, power motivation and achievement motivation. The suitability of motivation can affect the performance produced by employees, therefore organizational leaders are required to be able to adjust the right type of motivation to be applied in the organization, according to the needs of the members of the organization. At the Department of Transportation of Labuhanbatu Regency, the type of motivation applied is affiliation motivation. Affiliated motivation is the motivation given to employees who tend to harm other employees (Runge et al., 2020). Steel et al., (2021) define affiliation motivation as the desire to build and

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maintain positive bonds between organizational members and a sense of belonging through individual relationships and social connectedness, affiliation motivation is considered fundamental for all members of the organization. Affiliate-motivated employees often have a desire to build and maintain positive relationships with their co-workers. Employees with high affiliation motivational needs are directed to spend more of their time interacting with other employees, adjusting their habitual behavior to the organizational culture, and avoiding competition between fellow employees. Affiliation motivation aims to create a situation where the relationship between members of the organization can be enjoyed and provides comfort. After conducting a pre-survey, at the Labuhanbatu Regency Transportation Service there are several phenomena related to affiliation motivation, including the unpleasant situation in the organization that arises due to social comparisons between members of the organization, this arises because of competition between individuals which results in division and eliminates support between members of the organization one another. Problem the suspected will give influence for resulting performance of the employee.

The work environment also often has an influence on employee performance. The work environment is a physical and non-physical aspect that is around the workplace that can encourage commitment, productivity and employee performance (Akinwale & George, 2020). (Adha et al., 2019) who stated that environment work is all something near the place employee work that can give influence for employee in work Duty from the organization that became his responsibility. Environment conducive work have role important in achievement the resulting optimal performance employees especially in agencies government environment work becomes very important component in determination performance employee, thing the because environment quality work could push employee for more spirit in work, then will increase performance employee as well as motivation. At the Labuhanbatu Regency Transportation Service, there are several phenomena related to the work environment, such as a work room that lacks air and adequate lighting, this is because the air ventilation in the room is still minimal. In addition, problems also occur in the working relationship. The working relationship between co-workers is said to be not good, this can be seen from the occurrence of conflicts between employees which results in an uncomfortable working atmosphere. That thing naturally will give impact for resulting performance of employee.

Another factor that can have an impact on employee performance is competence. This is supported by the opinion stated by Syah et al., (2021) where competence is a basic characteristic possessed by an employee with an output in the form of optimal performance. Competence is defined as the ability of employees who are used to facilitate employees in doing various things related to performance, competence has a close relationship with knowledge, skills, abilities, behaviors and characteristics possessed employee for To do Duty work critical, function certain, or operate role certain (Nyakundi, 2020). Employee with competence high on the mark with the comfort moment to do work, comfort the will arise from convenience in to do profession with depend on skills and knowledge possessed her. Vice versa, employees with sufficient competence low will experience difficulty moment to do work, thing because he dont have suitable knowledge and skills in accordance with needs from the job to be his responsibility. After conducting a pre-survey through observation, there are several phenomena related to competence that occur at the Labuhanbatu Regency Transportation Service, such as there are some employees who have knowledge and abilities that are not in accordance with the demands of their work, then it will make the employee experience difficulties in carrying out the tasks that are their responsibility. Problems also occur in the unfavorable attitude of employees at work, this can be seen from employees who often complain about the workload they bear, thereby reducing employee interest in completing their work. In addition, problems also occur because employees do not understand the job-description they are responsible for, this makes them work without following the predetermined flow. All of these problems if ignored will certainly have a bad impact on the performance of the employees.

Commitment also gives impact for performance employee. Commitment is something related mechanisms with connection important among employees and goals organization, which is based on attitude positive from employee to change as well as belief in organization the place his work. Commitment refers to the optimal performance of a employees based on values together about function of leaders organization (Donkor & Zhou, 2020). Ivanov & Usheva, (2021) stated that commitment consist from a number of dimensions, including: commitment affective, normative commitment and commitment sustainable. Frequent commitment applied in organization that is commitment affective, thing because commitment affective based on identification personal and suitability score with the target (ie team, group or organization). Commitment affective is dimensions from the strongest and most consistent commitment related with performance employee. Commitment affective is reflection from attachment emotional among employee with organization the place his work. This is supported by Donkor & Zhou, (2020) which states that commitment affective is based on bonding emotional development developed by employees in work programs in organization through experience work. Oyewobi et al., (2019) stated that commitment affective explain readiness employee for permanent be in the organization with believe in goals, values and norms organization, and

become more bound by emotional with organization, commitment affective considered as strength pusher main make employee contribute to improvement performance organization. Commitment affective will arise when leader organization give opportunities that make members organization have desire for Keep going maintain membership status in the organization the place his work. Commitment affective depending on conditions psychological Among member organization and organization, commitment affective direct leader for give security work and as the reward employee offer strong commitment and performance. At the Department of Transportation Regency Labuhanbatu there is a number of phenomenons related with commitment affective, including: seen there is a number of reluctant employees for involve self his in the process of achieving destination from organization, thing the because employee that have established goals his alone and that different with destination from organization the place work. Besides that there is a number of reluctant employees for proud organization the place his work, thing the seen from frequent employees display about weakness organization. Problem the naturally will result in resulting performance becomes less than optimal.

Motivation affiliated is purposeful motivation for build, maintain as well as restore connection positive emotional between fellow member organization (Runge et al., 2020). (Ribeiro et al., 2021) define motivation affiliated as something efforts made by the leadership organization for bring up attitude friendly from in self individual, thing the aim for guard good relationship with each other member organization. Motivation affiliates can also defined as encouragement from in self employee for have connection good as well as desire for members to enjoy organization the place his work (Kim & Thapa, 2017) According to Sears quoted by (Ribeiro et al., 2021) motivation affiliated can be measured through a number of indicators, such as: 1) Support emotional between member organization; 2) Comparison social; 3) Necessity will nice situation in organization; 4) Needs will feeling and price self-employee; 5) Needs will association between member organization.

Environment work is part organizations that are individual or groups around location the place work (Panjaitan, Maludin, 2017). (Yusof, 2021) define environment work as state around location the place employee work that can influence employee in work her job. Environment work related with atmosphere Specific from an organization the place employee work, because that organization must design environment conducive work to use increase degrees commitment employees and motivation employee, which in the end will contribute to the resulting performance employee. Environment work said good if Fulfill reject measuring from a number of indicator following: 1) Room work have circulation good air; 2) Room work always cleaned with good; 3) Room work get enough lighting; 4) Good relations between colleagues work; 5) Relationship good between subordinate with leadership (Elizar, et al., 2018). Competence is ability employee used for operate his job with based on skill as well as knowledge it has (Choiriyah & Riyanto, 2021). That thing with exposure from Prayogi et al., (2019) who define competence as ability employee based on Skills as well as knowledge hers supported by attitude applied work in doing on- site duties and responsibilities work. Employee said competent tall if capable Fulfill size from a number of indicators following: 1) Employee have appropriate knowledge with his job; 2) Employee have good understanding about job description that becomes responsibilities; 3) Employee have appropriate ability with his job; 4) Employee have attitude well that will support his job; 5) Employee have high interest in to do her job.

Commitment affective is component from construct commitment organization, which refers to attachment emotional positive Among employee with organization the place they work, which is characterized with identification and engagement employee the with the place his work (Ribeiro et al., 2021). Commitment affective expressed have level attachment emotional an employee to organization the place his work by overall. (Jeremy et al., 2018) define commitment affective as attachment experienced emotional employees and organization the place his work that refers to bonding psychological with wish output for maintain membership status in the organization the place work. Indicators that can be used as gauge commitment affective namely: 1) Have desire for Becomes member organization; 2) Feel have engagement in reach destination organization; 3) Have attachment by emotional with organization; 4) Able to maintain membership status in the organization the place his work; 5) Boast organization the place work to others (Ariyani & Sugiyanto, 2020).

Employee performance is size from to what extent are employees capable To do her job with good and capable reach not quite enough related answer with profession until satisfactory level or the level expected by the organization the place his work (Ribeiro et al., 2021). Kalogiannidis, (2020) defines performance as behavior from the employees who are applied at the time of related tasks with organization the place his work. Success performance employee based on the following indicators: 1) employees capable complete the volume of work in accordance with the time that has been determined; 2) employee give quality good service to the public; 3) employee capable share time with good in doing his job; 4) attitude or action taken employee at the time work; 5) employee capable utilise allotted time for work with good (Mendonça et al., 2021).

2. Literature Review

This study carried out at the Department of Transportation Regency Labuhanbatu, with destination for analyze influence from motivation affiliate, environment work, competence and commitment affective to performance employee. Population in study this that is whole number of employees 84 employees. Withdrawal sample on research this use saturated sampling, where use whole population study as sample to be examined. Study this use method quantitative, and some technique analysis, such as: 1) test assumptions classic; 2) multiple linear regression test; 3) hypothesis testing; 4) coefficient test determination. Data on research this obtained through interview, observation and dissemination questionnaire conducted by direct to employee. Analysis on research this use help tool analysis in the form of IBM SPSS 25 software.

3. Methods

3.1. Result

Table 1. Overview of characteristics respondent

	Information	Amount	Percentage (%)
Characteristics type sex	Man	50	50%
	Woman	50	50%
	Amount	100	100%
Working time	<2 years	21	23.59%
	>2 years	89	76.41%
	Amount	100	100%
Last Education	Elementary-SMP	20	25%
	High School- Bachelor	80	75%
	Amount	100	100%

Source: primary data processed by researchers (2022).

Deployment questionnaire could conducted if whole question items declared Fulfill criteria of validity test and validity test. Ghozali, (2016) states the validity test carried out on each item of the question from questionnaire, the item declared valid if have total correlation value > criteria significant (0.5). Validity test conducted to 30 employees from the District National Land Agency Labuhanbatu. The results of the validity test are shown in table 1.

Table 2. Validity Test Results

Variables	Total Correlation	Sig Criteria	Information
X1.1	.919	0.5	Valid
X1.2	.660	0.5	Valid
X1.3	.757	0.5	Valid
X1.4	.743	0.5	Valid
X1.5	.919	0.5	Valid
X2.1	.684	0.5	Valid
X2.2	.765	0.5	Valid
X2.3	.633	0.5	Valid
X2.4	.587	0.5	Valid
X2.5	.538	0.5	Valid
X3.1	.660	0.5	Valid
X3.2	.757	0.5	Valid
X3.3	.743	0.5	Valid
X3.4	.919	0.5	Valid
X3.5	.660	0.5	Valid
X4.1	.538	0.5	Valid
X4.2	.587	0.5	Valid
X4.3	.633	0.5	Valid
X4.4	.765	0.5	Valid
X4.5	.684	0.5	Valid

Variables	Total Correlation	Sig Criteria	Information
Y.1	.833	0.5	Valid
Y.2	.516	0.5	Valid
Y.3	.862	0.5	Valid
Y.4	.755	0.5	Valid
Y.5	.862	0.5	Valid

Source: primary data processed by researchers (2022)

Question items fulfill validity test criteria, next conducted validity test for knowing results permanent with measurement consistent when measured use tool the same measure, a variable is declared reliable if have score Croanbach alpha > 0.6 (Ariyani & Sugiyanto, 2020). The results of the reliability test are shown in the table 2.

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Motivation Affiliate	.796	Reliable
Environment Work	.802	Reliable
Competence	.806	Reliable
Commitment Affective	.796	Reliable
Employee Performance	.752	Reliable

Source: primary data processed by researchers (2022).

Table 1 and table 2 show that all question items are declared valid and reliable, as well as questionnaire worthy to be spread. Data obtained through deployment questionnaire then analyzed use a number of technique analysis. The first analysis technique that is assumption test classic. Assumption test classic consist from normality test, multicollinearity test and heteroscedasticity test. Normality test in research this use chart p-plot. Normality test results shown on Figure 1.

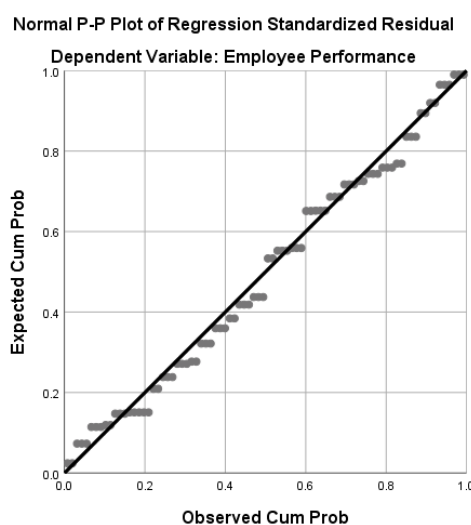


Figure 1. P-Plot Normality Test

Source: primary data processed by researchers (2022).

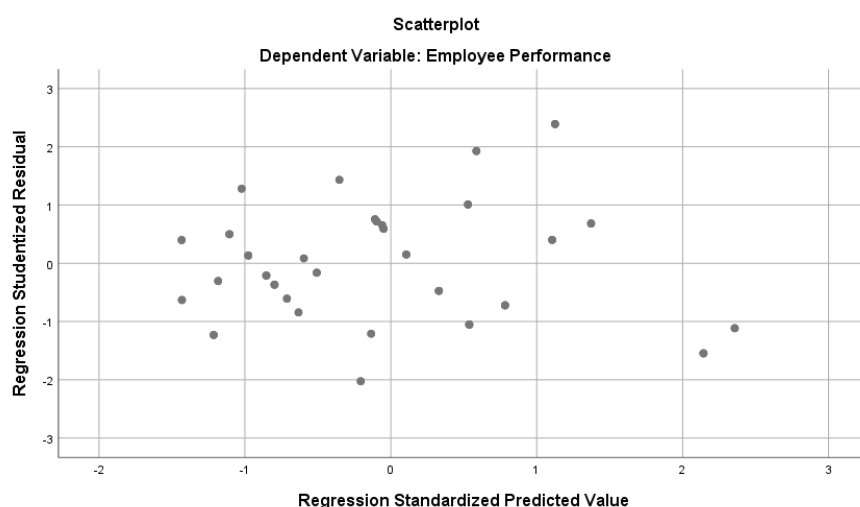
Based on figure 1, can concluded that the data on research this distribute normally, thing the seen from deployment residual points of the regression model that follow the diagonal line. Next multicollinearity test was carried out with results as shown table 3.

Table 3 contains VIF value and tolerance of each variable, where all variables have VIF value < 10 and value tolerance > 0.1. From value the declared that the data on research this no experience symptom multicollinearity. Analysis next namely heteroscedasticity test use chart scatterplot. Heteroscedasticity test results shown on figure 2.

Table 3. Results Multicollinearity Test

Model	Coefficients ^a		
	Sig.	Tolerance	VIF
1 (Constant)			
Affiliate Motivation	.000	.735	1.361
Work Environment	.000	.882	1.133
Competence	.000	.859	1.164
Affective Commitment	.000	.703	1.423

Source: primary data processed by researchers (2022).

**Figure 2.** Scatterplot

Source: primary data processed by researchers (2022).

Figure 2 showing dots that spread above and below number 0, and no shape clear pattern, with thereby could concluded that the data on research this no experience symptom heteroscedasticity.

After the data is declared Fulfill assumption test criteria classic, then could next to do analysis multiple linear regression, with results as shown in table 4.

Table 4. Results Multiple Linear Regression Test

Model	Coefficients ^a				
	B	Std Error	Beta	T	Sig.
1 (Constant)	15.714	2.104		7.469	.000
Affiliate Motivation	.235	.052	.201	4.551	.000
Work Environment	.356	.066	.218	5.410	.000
Competence	.462	.048	.392	9.626	.000
Affective Commitment	.684	.051	.605	13.422	.000

Source: primary data processed by researchers (2022).

Table 4 contains results from the multiple linear regression test which then can be described as the following, the value of B on the motivation variable affiliated (B 1) is 0.235. Environmental value work (B 2) is 0.356. The value of competence (B 3) is 0.462. Commitment value affective (B4) of 0.684. The constant value (a) is 15,714. Based on score the obtained equality multiple linear regression as following: $Y=15.714+0.235X_1 +0.356X_2 +0.462X_3 +0.684X_4$. Equality the explain that the independent variable given sign positive to the dependent variable, with thereby could concluded that motivation affiliate, environment work, competence and commitment affective give positive influence to performance employee.

Hypothesis test as analysis next, consists of of t test and F test. t test is performed with destination for knowing

influence of the independent variable to the dependent variable, with base taker decision: If t calculate $>$ t table, then H_a accepted and H_o rejected, it means motivation affiliate, environment work, competence and commitment affective take effect positive and significant to performance employee. If t count $<$ t table, then H_a rejected and H_o accepted, meaning motivation affiliate, environment work, competence and commitment affective no take effect positive and significant to performance employee. As for the determination score t table could using equality as following: $df = nk - 1 = 84 - 4 - 1 = 79$. After calculating use equality that, can determined score t table is 1.66. The results of the t test are shown in the table 5.

Table 5. The t test results

		Coefficients ^a				
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	15.714	2.104		7.469	.000
	Affiliate Motivation	.235	.052	.201	4.551	.000
	Work Environment	.356	.066	.218	5.410	.000
	Competence	.462	.048	.392	9.626	.000
	Affective Commitment	.684	.051	.605	13.422	.000

a. Dependent Variable: Employee Performance

Source: primary data processed by researchers (2022).

Table 5 contains score from variable motivation affiliated (X1) has score t arithmetic (4.55) $>$ t table (1.66) which means H_a accepted and H_o rejected. Whereas score significant smaller from score probability 0.05 or score significant $0.000 < 0.05$. With thereby could concluded that variable motivation affiliate (X1) influential positive and significant to performance employee. Environment work (X2) has score t count (5.41) $>$ t table (1.66) which means H_a is accepted and H_o is rejected. Whereas score significant smaller from probability 0.05 or $0.000 < 0.05$. With thereby could concluded that environment work (X2) has an effect positive and significant to performance employee. Competence (X3) has score t arithmetic (9.62) $>$ t table (1.66) which means H_a is accepted and H_o is rejected, while score significant smaller from probability 0.05 or $0.000 < 0.05$. With thereby could concluded that competence (X3) has an effect positive and significant to performance employee. Commitment affective (X4) has score t count (13,42) $>$ t table (1.66) which means H_a is accepted and H_o is rejected, while score significant smaller from probability 0.05 or $0.000 < 0.05$. With thereby could concluded that commitment affective (X4) influential positive and significant to performance employee.

F test done for test variable free that is motivation affiliate, environment work, competence, and commitment affective by simultaneous have significant relationship or no to variable bound that is performance employee. Pick -up basis F test decisions are: If F count $>$ F table, then H_a accepted and H_o rejected, it means motivation affiliate, environment work, competence, and commitment affective take effect positive and significant to performance employee. If F count $<$ F table, then H_a rejected and H_o received it means motivation affiliate, environment work, competence, and commitment affective no take effect positive and significant to performance employee. As for the determination score F table could used equality as following: $df = k; n - k = 4; 84 - 4 = 4; 80$. After counting use equality, can be determined score F table is 2.48. F test results in research this could shown in Table 6.

Table 6. F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	630,504	4	157.626	155270	.000 ^b
	Residual	80.199	79	1.015		
	Total	710.702	83			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Affective Commitment, Work Environment, Competence, Affiliate Motivation

Source: primary data processed by researchers (2022).

Score F count on table 6 is 155.27 $>$ F table 2.48 with score significance $0.000 < 0.05$. The result show that motivation affiliate, environment work, competence and commitment affective by simultaneous have influence positive and significant to performance employee.

Analysis next namely the coefficient test determination, done for knowing how much big contribution of the independent variable to the dependent variable where is getting score coefficient determination approach value 1, then the stonger influence is given, and vice versa. Coefficient test results determination is shown on the table 7.

Table 7. Coefficient Test Results Determination

Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.887	.881	1.008

a. Predictors: (Constant), Affective Commitment, Work Environment, Competence, Affiliate Motivation

b. Dependent Variable: Employee Performance

Source: primary data processed by researchers (2022).

Based on table 7, can be seen that score from adjusted r square that is of 0.881 or 88.1%. Can be interpreted that performance employee capable influenced by motivation variable affiliate, environment work, competence and commitment affective by 88.1%. Whereas the remaining 11.9% is explained by other variables that are not examined in study this.

3.2. Discussion

The results of the t-test of the affiliated motivation variable (X1) have a value of t-count (4.55) > t-table (1.66) which means Ha is accepted and Ho is rejected. While the significant value is smaller than the probability value of 0.05 or a significant value of 0.000 < 0.05. Thus, it can be concluded that the affiliated motivation variable (X1) has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Office. This is in line with the research conducted by (Triastuti, 2019) with the title "The Influence of Affiliated Motivation and Organizational Culture on Employee Performance With Organizational Commitment as a Mediation Variable". The results of hypothesis testing show that affiliation motivation has a positive and significant effect on organizational commitment, so it can be interpreted that the higher the affiliation motivation given, the stronger the organizational commitment. Organizational culture has a positive and significant effect on organizational commitment, so it can be interpreted that the better the organizational culture, the stronger the organizational commitment. Organizational commitment has a positive and significant effect on employee performance, so it can be interpreted that the stronger the organizational commitment, the higher the employee's performance. Affiliation motivation has a positive and significant effect on employee performance, so it can be interpreted that the higher the affiliation motivation, the higher the employee performance.

The work environment (X2) has a value of t-count (5.41) > t-table (1.66) which means Ha is accepted and Ho is rejected. While the significant value is smaller than the probability of 0.05 or 0.000 < 0.05. Thus it can be concluded that the work environment (X2) has a positive and significant effect on the performance of employees at the Department of Transportation of Labuhanbatu Regency. This is in line with the research conducted by Triastuti, (2019) with the title "The Influence of the Work Environment, Competence and Organizational Climate on Employee Performance". The results of the research and discussion show that the work environment has a positive effect on employee performance. This means that if the work environment is improved, the employee's performance will also increase. Thus, hypothesis 1 can be verified or significant because t-count > t table with a p-value of 0.006 or below 0.05.

Competence (X3) has a value of t-count (9.62) > t-table (1.66) which means Ha is accepted and Ho is rejected, while the significant value is less than the probability of 0.05 or 0.000 < 0.05. Thus, it can be concluded that competence (X3) has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Office. This is in line with research conducted by Ardiansyah & Sulistiyowati, (2018) with the title "The Effect of Competence and Emotional Intelligence on Employee Performance". The results showed that there was a positive and significant influence either partially or simultaneously between the variables of competence and emotional intelligence on employee performance.

Affective commitment (X4) has a value of t-count (13.42) > t-table (1.66) which means Ha is accepted and Ho is rejected, while the significant value is less than the probability of 0.05 or 0.000 < 0.05. Then it can be concluded that affective commitment (X4) has a positive and significant effect on employee performance at the Department of Transportation of Labuhanbatu Regency. This is in line with research conducted by Karmila & Kadarusman, (2020)

with the title "Job Satisfaction as a Mediating Variable Influence Between Affective Commitment and Continuing Commitment to Employee Performance at the Regional Secretariat of Pasuruan Regency". The results of the study indicate that affective commitment has a significant effect on job satisfaction and performance. Research analysis using the F test, obtained the value of F-count $155.27 > F\text{-table } 2.48$ with a sig value. $0.000 < 0.05$. From these results it can be stated that affiliation motivation, work environment, competence and affective commitment together are able to have a positive and significant influence on employee performance variables at the Labuhanbatu Regency Transportation Office.

4. Conclusions

Based on the results and discussion, we can conclude that:

- a) Motivation affiliated take effect positive and significant to performance employee at the Department of Transportation Regency Labuhanbatu
- b) Environment work take effect positive and significant to performance employee at the Department of Transportation Regency Labuhanbatu
- c) Competence take effect positive and significant to performance employee at the Department of Transportation Regency Labuhanbatu
- d) Commitment affective take effect positive and significant to performance employee at the Department of Transportation Regency Labuhanbatu
- e) Motivation affiliate, environment work, competence and commitment affective take effect positive and significant to performance employee at the Department of Transportation Regency Labuhanbatu.

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