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**THE INFLUENCE OF MOTIVATION, DISCIPLINE AND WORK EXPERIENCE ON  
EMPLOYEE PERFORMANCE WITH WORK ENVIRONMENT AS A  
MODERATION VARIABLE  
(A Case Study of Asn in Yogyakarta Province)**

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**Abstract:** The aim of this study is analyzed the factors which influence the performance of the state civil servants (ASN / PNS) who work in the Regional Asset and Financial Management Agency in the Special Region of Yogyakarta. The object of this study are ASN because their performance was assumed not clearly detected. In this study their performance will be linked to work environment, motivation, discipline and work experience. The ASN who have long work experience, high motivation and high discipline resulted good performance. The study uses a moderation variable testing model. The Work Environment as a moderating variable that moderates the effect of the independent variable (motivation, discipline and work experience) on the dependent variable (performance). Work Environment is a working condition and facility faced by ASN. If the work environment is comfortable, ASN will be motivated to work well, so that performance is also high. Experienced ASNs tend to learn a lot from their experience so that their performance is higher. If the ASN is experienced and in a comfortable work environment, the performance will be higher. Likewise, if the ASN has a high level of motivation and discipline and is in a comfortable work environment, the performance will be even higher. The study was conducted by distributing questionnaires to ASN in the area of the Regional Financial and Asset Management Agency in all districts and cities of Wilayah DIY. Data obtained using multiple regression. The results of the

	<p>data analysis show that the work environment has an effect on ASN performance. The work environment variable also moderates the relationship between work experience and performance.</p> <p><b>Keywords:</b> Performance, Discipline, Work Experience, Motivation, Work Environment</p>
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## INTRODUCTION

The state civil service (ASN) is an employee who works in government agencies. Government agencies have the responsibility to provide services to the community. The ASN will implement the responsibility of government agencies to provide services to the public. ASN has the duty to provide services to the community, but their performance are measured based on superior's assessment. In this case there is a difference between people who get service and people who give assessment for those service. The party served is the general public. The party that evaluates is ASN's superior. This shows the asynchronous between service quality and ASN performance. On the one hand, ASN serves the community, service to the community should reflect its performance. But ASN's performance is judged based on the perception of superiors.

ASN performance appraisal uses the basis of SKP or Employee Work Target which is one of the elements in the Performance Assessment of Civil Servants regulated in Government Regulation Number 46 of 2011. SKP must be prepared by all PNS / ASN both General Functional Position (JFU), Specific Functional Position (JFT) and Structural officials (Echelon I - Echelon V) in accordance with the work plan of the agency / organization. This SKP is then assessed by the supervisor / direct leader of the SKP compiler. SKP is a refinement of civil servant DP3 in general that is directed in accordance with the development of quality demands in the development of civil servant HR quality. Thus there are differences in interests in assessing ASN performance. On the one hand, the public demanded good service from ASN, on the other hand ASN was not assessed by the service recipient but by his superiors based on the SKP made by ASN.

ASN's performance is very interesting to study. This is because ASN is often perceived as an employee with a free condition. Free in the sense that ASN often does not receive appropriate sanctions if it violates the terms of employment or rules. In addition, the country's civil service system has set various rules but appears to be weak in their application. This research will analyze the performance of ASN based on ASN's own perspective. Regardless of all the rules and their application, research will analyze the effect of the Work Environment, Motivation, Discipline and Work Experience on ASN performance. The study will take the perspective of ASN as the party who is the subject of research. ASN will be asked to assess its own performance based on certain statements. ASN's perception of its own performance will be related to ASN's perception of the Work Environment, Motivation, Discipline and Work Experience.

The study will answer the question whether the Work Environment, Motivation, Discipline and Experience affect ASN Performance. The study was conducted at ASN in the area of the Department of Asset and Revenue Management within the scope of the Special Region of Yogyakarta. The purpose of this study was to determine whether factors of the Work Environment, Motivation, Discipline and Work Experience affect the performance of ASN in BKAD throughout the DIY region. The scope of this research is BKAD in five regions II level and BKAD at the Provincial level.

## LITERATURE REVIEW

Employee performance is all the abilities possessed by an employee to complete the tasks for which he is responsible. Many experts argue about employee performance. Siswanto (2015: 11) states that performance is the achievement achieved by someone in carrying out the tasks and work given to him. Meanwhile, according to Sinambela (2012: 5) employee performance is defined as the ability of employees to perform certain skills.

Employee performance is influenced by several factors. Factors that are predicted to affect performance are Motivation, Discipline, Work Experience and Work Environment. According to Samsudin (2010: 281) motivation is the process of influencing or encouraging from outside towards a person or working group so that they want to carry out something that has been determined. Motivation is needed so that the enthusiasm of ASN can continue to increase. Discipline shows a condition or attitude of respect that exists in employees against the rules and regulations of the company. According to Hasibuan (2012: 193) discipline is "the awareness and willingness of a person to obey all company regulations and applicable social norms". ASNs that have high discipline tend to complete tasks on time. Completion of tasks on time can make it easier to complete other jobs. ASN which has a high level of discipline, tends to have high performance as well.

Hasibuan (2016: 141) suggests motivation in management is only aimed at human resources in general and in particular subordinates. Motivation questions how to direct the power and potential of subordinates, so that they want to work together productively to achieve and realize the goals that have been determined. With the Work Motivation Employees will be more enthusiastic in carrying out the tasks assigned and can improve employee performance. Employees with good work motivation will carry out every job given as well as possible and exert all abilities possessed to complete a job. Support for work motivation of employees can be realized if the daily needs that exist in each employee can be met, so it can be said that the level of employee motivation can be influenced by how far the fulfillment of each employee. Research conducted by Aditya (2010) concluded that motivation and discipline had a positive and significant effect on employee performance. Research conducted by Theodora (2013) states that motivation has a significant positive effect on performance. While research conducted by Yunarifah and Lilik (2012) shows the results that motivation does not affect employee performance.

### H1: Motivation affect ASN Performance

Discipline shows a condition or attitude of respect that exists in employees against the rules and regulations of the company. Thus if the rules or regulations in the company are violated, then the employee has poor discipline. According to Sutrisno (2016: 89) discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior, and deeds in accordance with the regulations of the organization both written and unwritten. Taufiek's research results (2015) concluded that work discipline has a positive effect on the performance of Ros Hotel employees in Yogyakarta. Fudin's research (2013) concluded that discipline affected the performance of employees of PT Rekatama Putra Gegana. Faizal's research (2018) concluded that work discipline has a positive effect on employee performance. Discipline affects performance because employees who have high discipline, tend to complete their tasks on time, so that employees can immediately do other tasks.

### H2: Discipline affect ASN Performance

Work experience, that is the experience of someone working for a particular job, this work experience is expressed in the work to be done and the length of time to do the work, Riyadi (2015). Work experience is one of the most important factors for improving employee work performance both in terms of quality and quantity. Many people say that experience is the best teacher, this also applies to the work experience of employees in a company. Work experience is a person's main capital to get involved in certain fields. Employees who are experienced in working will form expertise in their fields, so that in working on a product will be quickly resolved. Companies that have not so large a production output turnover, such as in the home industry tend to consider work experience more than the education they have completed (Zahro et al, 2018). Several studies have shown that work experience influences employee performance (Riyadi (2015), Zahro (2018) and Husain (2018).

### H3: Work Experience affect ASN Performance

The work environment is a place where employees do activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment, then the employee will feel comfortable doing activities at work. According to Siagian (2014: 56) stated that the work environment is an environment where employees do their daily work. According Sedarmayanti (2013: 23) argues that a place where there is a group in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. The work environment influences employee performance because experienced employees will tend to learn from a variety of experiences. The learning process from this experience makes the employee better carry out their duties so that their performance is also getting better.

This study treats the work environment as a moderating variable. Moderation variables are variables that strengthen the relationship between the independent variable and the dependent variable. Work environment is treated as a moderating variable with logic, if

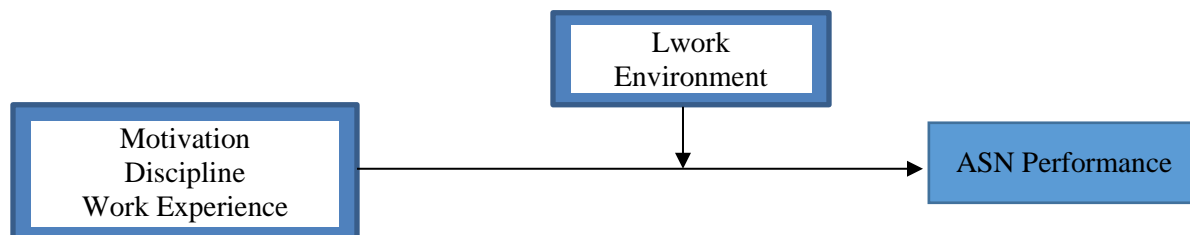
ASN has high motivation, high discipline and a lot of work experience, then ASN tends to have high performance. The relationship will be stronger if ASN works in a comfortable work environment. Thus, the next hypothesis is

H4: The Work Environment moderates the relationship between Motivation and Performance

H5: The Work Environment moderates the relationship between Discipline and Performance

H6: The Work Environment moderates the relationship between Work Experience and Performance

The scheme of the study is presented in the figure below:



## RESEARCH METHODS

This research was conducted at the Regional Asset and Financial Management Agency (BPAKD) in the Special Region of Yogyakarta. The study was conducted by survey. The research data were obtained by distributing questionnaires to ASN in BPAKD within the scope of DIY, which consisted of 5 Regional Level II and 1 Provincial BPAKD. The questionnaire is used to determine the size of the variable. The questionnaire consisted of 7 statements regarding work experience, 7 statements concerning motivation, 4 statements concerning discipline, 5 statements regarding Work Environment and 5 statements regarding performance. Statements are measured using a Likert scale, with lenders 1 to 4. Use liqueur 4, to avoid the answer “neutral” and “don’t know”. Those answer cannot be classified explicitly. The questions in this study use previous research questions. Performance questions were adopted from Edison's (2016) study. Questions in the Motivation variable adopt the questionnaire used by Robbins (2015). The work experience variable adopted a questionnaire used by Octavian and Adolfina (2018). The work environment was asked with 5 questions adopted from Hamdiyah et al (2016). Questionnaires were distributed as many as 150 and returned and could be processed as many as 124 questionnaires

The analytical tool used is moderating regression analysis. The regression equation for testing a hypothesis is:

$$Y = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1 X_4 + \beta_5 X_2 X_4 + \beta_6 X_3 X_4 + \varepsilon$$

Y = The ASN Performance

X1 = Work Experience

X2 = Motivation

X3 = Discipline

X4 = Work Environment

$\beta_1$  = Koefisien Regresi

$\varepsilon$  = Error

Hypothesis testing is done by: F test to test the simultaneous influence of independent variables on the dependent variable (Effect of Motivation, Discipline and Experience on Employee Performance). T test to test the partial effect of the independent variable on the dependent variable, and to test the effect of the moderating variable (work environment) on the relationship between the independent variable and the dependent variable. Test the coefficient of determination to find out how much the independent variable is able to explain the variability in the dependent variable.

## FINDINGS AND DISCUSSION

This research was conducted by distributing questionnaires to the State Civil Apparatus (ASN) in the Inspectorate of DIY. Questionnaires are distributed at the Inspectorate with the assumption, the inspectorate is an agency that conducts internal supervision, so that it has high standards in discipline and enforcement of staffing rules. The number of questionnaires distributed was 150 and 124 questionnaires could be processed. The respondents of this study were BKAD employees in the provinces and BKAD in cities and districts throughout DIY. Characteristics of respondents is an average work period of 7.5 years. The highest level of education is bachelor (63%), and respondents are mostly male 58%.

### Data Quality Test

Data quality test were done by conducting validity and reliability tests. The validity test uses the Spearman correlation test. This test correlates the value of the statement item with its total value. The statement is declared valid if the coefficient value is more than 0.5. The validity test results are shown in the table below:

**Tabel 1,**  
Validity Test Result

Variabel	Pernyataan	Koefisien Korelasi	Ket
Motivation	1	,832**	Valid
	2	,801**	Valid
	3	,813**	Valid
	4	,837**	Valid
	5	,806**	Valid
	6	,828**	Valid
	7	,522**	valid
Discipline	1	,657**	Valid
	2	,704	Valid
	3	,580**	Valid
	4	,515**	Valid
Work Experience	1	,551**	Valid
	2	,645**	Valid
	3	,617**	Valid
	4	,656**	Valid

	5	,602**	Valid
	6	,580**	Valid
	7	,668**	Valid
Work Environment	1	,650*	Valid
	2	,564**	Valid
	3	,554**	Valid
	4	,662**	Valid
Performance	1	,594**	Valid
	2	,674**	Valid
	3	,644**	Valid
	4	,620**	Valid
	5	,650**	Valid

The validity test results show that all statements used in this questionnaire are valid.

Reliability test using Cronbach Alpha. The data is said to be reliable if the Cronbach alpha value is more than 0.6. The reliability test results are shown in the following table:

**Table 2,**  
Reliability Test Result

Variabel	Cronbach's Alpha	Explanation
Motivation	0,792	Reliabel
Discipline	0,754	Reliabel
Work Experience	0,788	Reliabel
Work Environment	0,792	Reliabel
Performance	0,757	Reliabel

The results of the reliability test of the research variables showed that all the variables studied were reliable.

### Hypothesis Testing

This study uses a statistical moderating regression analysis tool to answer hypotheses. Dependent Variable is Performance while the independent variable is Motivation, Work discipline, Work experience and work environment. Hypothesis testing include the F test and T test.

### F Test

The F test is used to determine the simultaneous effect of the dependent variable on the independent variable. Simultaneously the independent variable is said to influence the dependent variable if the F value has a significance below 0.05. The F test results are presented in the following table:

**Table 3,**  
Test F Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	6,946	7	,992	14,791	,000a
Residual	9,862	147	,067		
Total	16,808	154			

F test results show that the F value of 14.791 sig 0,000. The significance value is below 0.05, it can be concluded that simultaneously the independent variables influence the independent variables. The independent variables namely Motivation, Work Experience, Discipline and Work Environment simultaneously affect employee performance.

### Determination Coefficient Test

The coefficient of determination test to find out how much the independent variable is able to explain variations in the dependent variable. The results of the determination coefficient test are indicated by R2. The results of the determination test are presented in the following table:

**Tabel 4,**  
Determination coefficient test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,643a	,413	,385	,25901

R2 value of 0.413, it means the independent variable is able to explain the variability of the dependent variable by 41.3%. These results indicate that the influence of the independent variables on the dependent variable tested in this study amounted to 41.3%. So the dependent variable that is performance can be influenced by other variables not analyzed in this study.

### T Test

T test is used to test the partial effect of independent variables on the dependent variable. The variables of motivation, work experience, discipline and work environment are said to affect the performance variable if the t value has a sig below 0.05. T Test results are listed in the following table:

**Tabel 5,**  
Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,413	5,162		,467	,641
Work experience	-2,724	,845	-2,555	-3,225	,002
Motivation	-,213	,619	-,254	-,344	,731
Discipline	1,563	,995	1,308	1,571	,118
Env vs Work Ex	,709	,219	3,000	3,236	,001
Env vs Motivation	,065	,158	,345	,412	,681
Env vs Discipline	-,435	,254	-2,358	-1,711	,089

a. Dependent Variable: Kinerja Karyawan

Based on the results of the t test, an equation can be arranged:

$$Y = 2,413 - 2,555X_1 - 0,254X_2 + 1,308X_3 + 3,000X_1X_4 + 0,345X_2X_4 - 1,711X_3X_4$$



T test results indicate that the work experience variable has a significant negative effect on employee performance. Value of -3,225 with sig 0,002. This means that more experience will decrease performance. This result can be explained by someone who has experience will tend to underestimate the work to be done, so that performance decreases. This research was conducted in government agencies. The object of this research is ASN. ASN does not settle in a line of work. Periodically, ASN will occupy functional in the empty posts because ASN previously retired. If ASNs often change jobs, it is very natural that work experience has a negative effect on performance. It was because ASN mutation are not in the same field. Therefore every time they move to other field, ASN must start everything all over again. Various experiences in different fields cause ASN not to be expert in one field. Logically, this is what causes more ASN experience, its performance actually decreases.

This research is not in line with theories about employee performance and not in line with previous studies. The difference in the results of this study with previous studies due to different research objects. Previous research, carried out in non-governmental entities. This research shows that in some ASNs, work experience actually reduces performance. This can be caused by experience in different fields of work. The results of this study support the hypothesis 3 proposed, albeit in a different direction.

Motivation and discipline variables do not affect employee performance. The results of this study are in line with the results of Yunarifah and Lilik's (2012) research. But contrary to research conducted Octavianus et al. (2018). The results of this study reject hypotheses 1 and 2 of this study.

The moderation test results show that the work environment only moderates the relationship between work experience and performance. This means that for ASN who works at BKAD DIY, the more work experience, the lower its performance, but if the work environment is comfortable, the relationship between work experience and performance increases. That means, work experience will improve performance if the work environment is comfortable and pleasant. While the relationship between motivation and performance and the relationship between discipline and performance is not moderated by the work environment.

The performance of ASN working in BKAD in DIY is not influenced by motivation and discipline. The performance of ASN BKAD is influenced by work experience, but work experience has a negative effect on performance. The negative influence can be explained that ASN has a lot of experience but in areas that are not in accordance with its competence. The work experience actually decreases its performance because each experience changes, the ASN will find new things and have to learn from the beginning again. It is natural that experience has a negative effect on performance. The moderation test results show that the work environment moderates the relationship between work experience and performance. That means the negative influence of work experience on performance can be moderated or minimized by the existence of a conducive work environment. ASN performance can be improved by having a conducive work environment.

Motivation and discipline do not affect the performance of employees. This indicates that motivation and discipline are not factors that influence the performance of ASN in BKAD DIY. To improve employee performance cannot be done by increasing motivation and discipline.

The coefficient of determination test results showed a value of 41.3%. This shows that the variability of the dependent variable can be explained by the independent variable by 41.3%, while the 58.7% is explained by other variables not examined in this study. The results of this R2 indicate there are still many other factors that are expected to affect performance.

## CONCLUSION AND SUGGESTIONS

The results of this study indicate that the variables of motivation and discipline do not affect employee performance. Work experience variable has a significant negative effect on employee performance. The work environment moderates the relationship between work experience and performance, but does not moderate the relationship between motivation and discipline and performance.

Implications of the results of this study, ASN performance can be improved by improving working environment conditions. In this research it is proven that the work environment influences the relationship between work experience and performance. Work experience has proven to have a negative effect on performance, so ASN work experience related to promotion and work migration should be related to the relevant ASN competence.

The limitations of this study include the limited location of the study, only in one agency even though the scope of the agency is in one province. The results of this study only indicate conditions in BKAD. The results of the study could not be generalized. If the research is carried out in different agencies, the results may also be different. This study produces R2 below 50%, so there are still many variables that are not examined and may affect ASN performance.

Future studies are expected to add research variables, especially related to salary. Because this study does not include the salary factor as an independent variable. The next researcher is expected to add institutions or expand research locations, so that the results can be generalized more.

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