



## THE INFLUENCE OF WORK DISCIPLINE, WORK EXPERIENCE AND WORK MOTIVATION ON EMPLOYEE ACHIEVEMENT IN GOVERNMENT INSTITUTIONS

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### ABSTRACT

This research is motivated because of achievements performance Work employees Not yet reach the target or Still belong Enough low as well as not optimal. This study aims to: 1) Analyze the influence of Work on performance Work employees in the environment agency government in Koto Tengah District, Padang City. 2) Analyze influence experience Work to performance Work employees in the environment agency government in Koto Tengah District, Padang City. 3) Analyze the influence of motivation Work to performance Work employees in the environment agency government in the Koto Tengah sub-district, Padang City. 4) Analyze the influence of discipline Work to motivate Work employees within the agency government in Koto Tengah District, Padang City. 5) Analyzing influence experience Work to motivation Work employees in the environment agency government in Koto Tengah District, Padang City. The population in this study is whole the employee on the device Koto Tengah District, Padang City, with a total of 101 employees. The determination technique sample uses a purposive sampling technique with a number specified sample of as many as 81 respondents. Data collection is done by the method of the survey with a questionnaire. The data analysis technique used in this study is analysis descriptive and quantitative. Collected data are primary and secondary data that can be classified as a variable exogenous and endogenous variable. Testing hypothesis in this study using analysis path. Based on the results analysis track is known that: 1) Discipline Work is influential positive and significant to the performance Work environment of the employee in Koto Tengah District, Padang City. 2) Experience Work influential positive and significant to performance Work environment employee Koto Tengah District, Padang City. 3) Motivation Work is influential positive and significant to performance Work environment employee Koto Tengah District, Padang City. 4) Discipline Work is influential positive and significant to motivate Work environment employees in Koto Tengah District, Padang City. 5) Experience Work influential positive and significant to motivation Work environment employee Koto Tengah District, Padang City.

**Keywords:** *Job Achievement, Work Discipline, Work Experience, Work Motivation*

### 1. INTRODUCTION

Work performance comes from the word *performance* which means work results or work performance, besides that work performance, has several terms including *employee rating*, performance appraisal, employee evaluation, personal review, service rating, or behavioral assessment (Priyono & Darma, 2016. Furthermore (Priyono & Darma, 2016) also explains the meaning of performance appraisal as a manager's activity to evaluate the behavior and work performance of employees and also make decisions on further policies. He also added that work performance appraisal has terms such as "Employee appraising is the systematic evaluation of a worker's job performance and for development, which means that work performance appraisal is a systematic evaluation of the work done by employees and is intended for development. In order to

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improve employee performance, motivation is needed so that employees will work more effectively and efficiently and responsibly, besides that employees will be serious in complying with applicable regulations and plans contained within an organization. Motivation is also related to behavior that is directed at a goal, if employees always face a routine atmosphere continuously and repeatedly, it will cause boredom so that it can reduce productivity or work performance (Alex, 2009).

With high motivation, employees will be passionate and more enthusiastic at work. However, it cannot be denied that in reality many employees have low work motivation. Low work motivation can be the cause of the ineffectiveness of the work carried out by employees, causing the many costs incurred by the organization to be disproportionate to the amount of time wasted just doing things that have nothing to do with the work being done. The city of Padang is one of the cities that has a fairly high population density in West Sumatra. The population of Padang City according to the Central Statistics Agency (BPS) for Padang City in 2020 is 909,401 people and will increase in 2021 to 913,450 people. With a fairly large population, there are 11 (eleven) sub-districts and 104 (one hundred and four) sub-districts in Padang City, one of which is the Koto Tengah District. Previously, based on Government Regulation number 17 of 1980, this area was formerly included in the Padang Pariaman Regency area. But then since March 21, 1980 it became the administrative area of Padang City with the location of the sub-district city in Lubuk Buaya.

Koto Tengah District itself has an area of 232.25 km<sup>2</sup> or about 33.42 percent of the area of Padang City. Koto Tengah District is located at a distance of 7 km from the city center and has a position directly adjacent to Padang Pariaman Regency. This sub-district consists of 13 sub-districts with a total of 101 employees. Based on the initial data that the researchers obtained, several work performance problems were found in government agencies in the Koto Tengah District, Padang City. This can be indicated by the presence of work targets that have not been fully realized. One of the reasons is that some employees in the Koto Tengah District of Padang City are still lacking in discipline, this is also related to a lack of work experience and a lack of work motivation the employees.

Work performance or work achievements of employees in the government agency environment in Koto Tengah District in 2020 is 8th (eighth) out of 11 sub-districts in the city of Padang according to Padang City PPID sources in 2020, work achievements or work achievements in the agency environment the government in the Koto Tengah District of Padang City did not reach the target of realization of work performance which had not been achieved, as a result, several improvements were needed so that organizational goals were achieved. Some of the problems faced by employees in government agencies in Koto Tengah District, Padang City in achieving the target of increasing community satisfaction with sub-district services are related to the low quality of Human Resources (HR) owned by the State Civil Apparatus (ASN) in government agencies in Koto Tengah District, Padang City in providing convenience for the community in carrying out administrative arrangements. Departing from the phenomena that occur regarding employee work performance in the government agency environment in the Koto Tengah District, one of the factors that determine work performance is employee work discipline. Based on the initial observations of researchers in government agencies in Koto Tengah District, there are still employees who lack discipline. As during working hours there is only one employee in providing services to the community, there are employees who come late to the office or come to the office just to take attendance, then for this one problem there is a lack of enforcement or firmness in enforcing discipline against employees who violate discipline, this is what will cause employee performance to be less than optimal. Lack of work experience is one of the factors that affect work performance. One of the reasons for the lack of work experience is that many employees still lack the skill level.

Based on the initial observations of researchers in government agencies in Koto Tengah District, Padang City and in several Lubuk Buaya Sub-Districts and Air Pacah Sub-Districts, there are still many new employees who still cannot master the work given, the implementation of tasks and the work being done is still not understood, giving rise to difficulties experienced when



carrying out a given task. There are still employees who do not understand the duties and responsibilities of the work they face in the office, and there are also many employees who have positions that have never been included in PIM training or leadership training which they should have taken part in for a long time, while employees who have just served have attended the training. In addition, the problem that researchers encounter is the difficulty of employees in receiving the latest information, especially in information technology media which is currently increasingly advanced, then the difficulties of employees and superiors who do not support education and opportunities to gain knowledge so that it can be the cause of the lack of work experience of employees at work, it can also lead to less than optimal employee performance.

Work motivation can also affect work performance, based on preliminary observations of researchers in the government agency environment in Koto Tangah District, Padang City, there are still employees who lack motivation to work due to the large amount of workload that increases the level of employee work stress plus employees in the government agency environment in Koto District Tangah City of Padang, most of them are elderly causing employees to get tired quickly and indulge in the enthusiasm of employees at work. Therefore, based on the phenomena that have been described by the researchers above, regarding the problem of employee indiscipline, work experience and work motivation regarding employee performance in government agencies in Koto Tangah District, Padang City, seen from work discipline, work experience, and employee motivation in carrying out its main tasks and functions as a servant of the state is still in the category of less good. The author has an interest in raising the title regarding The Effect of Work Discipline, Work Experience, and Work Motivation on Work Performance in Government Agencies in Koto Tangah District, Padang City.

The aim of this research can be described as follows: To analyze the effect of work on employee performance in government agencies in the Koto Tangah District, Padang City. To analyze the effect of work experience on employee performance in government agencies in Koto Tangah District, Padang City. To analyze the effect of work motivation on employee performance in government agencies in the Koto Tangah sub-district, Padang City. To analyze the effect of work discipline on employee motivation in government agencies in Koto Tangah District, Padang City. To analyze the effect of work experience on employee motivation in government agencies in Koto Tangah District, Padang City.

## 2.LITERATURE REVIEW

### 2.1.Work Achievement

Lloyd L. Bars and Leslie w. Rue (Februdelona, 2012) defines job performance as follows: job performance has described being the need effect of a person's effort as modified by his abilities and traits and by his role perceptions. This definition implies that performance in a given situation can be viewed as resulting from the interrelationship between effort, abilities and role (or task) perceptions. Which means that work performance can be described as the result of a person's efforts through his abilities, characteristics and point of view. Then work performance in every situation can be seen as the result of a reciprocal relationship between effort, ability and point of view.

### 2.2.Work Discipline

Rivai (2016) states that work discipline is a tool that managers can use to be able to communicate with employees so that subordinates are willing to want to change their behavior and as an effort to be able to raise a person's level of awareness and willingness to comply with all existing regulations. in organization. We can interpret work discipline as an attitude of respecting, appreciating, obeying and obeying the rules that apply, whether it's written rules or unwritten rules and is also able to comply with these rules, and not avoid receiving sanctions from these rules if proven to have violated the duties or authority deferred to him (Logor et al., 2015) . Work

experience is a measure of the length of time or working period that has been taken by someone in understanding the tasks of a job and has carried it out well (Rahmiati, 2018) .

### 2.3. Work Motivation

Work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires (Sunyoto, 2013) . Motivation that exists in a person is a force that will manifest a behavior in achieving the goal of self-satisfaction in a specific type of activity, and that direction is positive by approaching the object that is the research goal related to this research as follows. Discipline at work is a factor that must be possessed by employees who want to achieve work motivation in their work. Rosento et al. (2019) stated that work discipline affects work motivation. Furthermore, Munawaroh (2019) said that either directly or indirectly employee discipline factors have the potential to influence employee work motivation, and if employee work motivation appears, work performance or work results can also be achieved well.

## 3. RESEARCH METHOD

This study uses a quantitative method using structural equations namely causality dimensions of influence of Work Discipline (X<sub>1</sub>), Work Experience (X<sub>2</sub>), Work Motivation (X<sub>3</sub>) and Work Performance (Y). The location of this research was set in the government agency environment in the Koto Tengah District, Padang City. Population study consists of 101 respondents, meanwhile sample consists of 81 respondents. The type of data that the author collected in this study was taken or obtained from two data sources, namely primary data and secondary data. Data collection is done by the method survey with a questionnaire. The data analysis technique used in this study is analysis descriptive and quantitative. Collected data are primary and secondary data that can be classified as a variable exogenous and endogenous variables. Testing hypothesis in this study using analysis path. Data is processed use SPSS version

## 4. RESULTS AND DISCUSSION

### 4.1. Normality test

The normality test is carried out to check whether the data comes from a normally distributed population or not. This test is required for the path analysis technician's use requirements. This normality test uses the Kolmogorov-Smirnov with testing criteria at  $\alpha = 0.05$ .

- 1) If the value of Sig. Kolmogorv-Smirnov test  $> 0.05$  means that the sample data distribution is normal.
- 2) If the value of Sig. Kolmogorv-Smirnov test  $< 0.05$  means that the distribution of the sample data is not normal.

The results of data processing for the normality test can be seen in the following table:

Table 1 Normality Test Results

NO	Variable	Sig.	Alpha	Distribution
1	Work Discipline (X <sub>1</sub> )	0.200	0.05	Normal
2	Work Experience (X <sub>2</sub> )	0.200	0.05	Normal
3	Work Motivation (X <sub>3</sub> )	0.200	0.05	Normal
4	Records Management	0.200	0.05	Normal



	(Y)			
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Source: 2023 Data Processing Results

In the table above it is known that the significant value for the work performance variable (Y) is 0.200, the work discipline variable ( $X_1$ ) is 0.200, the work experience variable ( $X_2$ ) is 0.200, and the work motivation variable ( $X_3$ ) is of 0.200 which is greater than 0.05. From the results of data processing carried out, it appears that the significant value of all variables is greater than the significant level used alpha 0.05. Thus, it can be concluded that all the variables in this study are normally distributed, so path analysis can be carried out.

#### 4.2. Linearity Test

Furthermore, the linearity test is used to see whether the model specifications used are correct or not. Is the function used in an empirical preferably linear, quadratic or cubic. With this test, information will be obtained whether the empirical model should be linear, quadratic or cubic.

Table 1 Linearity Test Results

NO	Variable	Sig.	Alpha	Conclusion
1	Work Discipline ( $X_1$ )	0.490	0.05	linear
2	Work Experience ( $X_2$ )	0.108	0.05	linear
3	Work Motivation ( $X_3$ )	0.056	0.05	linear

Source: 2023 Data Processing Results

In accordance with the results of the linearity test that has been carried out, it appears that the significant value is greater than 0.05, which means that the relationship is linear. This shows that work discipline, work experience and work motivation have a linear pattern of employee performance.

#### 4.3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a research model there is an inequality of variance from the residuals of one observation to another. A good research model is if there is no heteroscedasticity. To detect the presence of heteroscedasticity can use the glacier test. The results of the heteroscedasticity test can be seen in the following table:

Table 3 2. Heteroscedasticity Test Results

NO	Variable	Sig.	Alpha	Information
1	Work Discipline ( $X_1$ )	0.413	0.05	No Heteroscedasticity
2	Work Experience ( $X_2$ )	0.269	0.05	No Heteroscedasticity
3	Work Motivation ( $X_3$ )	0.651	0.05	No Heteroscedasticity

Source: 2023 Data Processing Results

Based on the table above it is known that the significance value for the work discipline variable is 0.413, the work experience variable is 0.269 and the work motivation variable is 0.651. The three significance values are greater than  $\alpha$  ( $\alpha = 0.05$ ). Thus the heteroscedasticity test has been fulfilled, the data can be carried out followed by path analysis processing.

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**4.4. Autocorrelation Test**

The autocorrelation test was carried out by determining dU, dL, 4-dU, 4-dL values and Durbin Watson values. The dU and dL values can be obtained from the Durbin Watson statistical table with n=81, k=3, then the value can be determined dL= 1.588, dU=1.689, so 4-dW= 2.961 and 4-dU= 2.311, Durbin Watson value= 1.039 obtained from the table below:

Table 4. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.693 <sup>a</sup>	0.480	0.460	4,228	1.039

Source: 2023 Data Processing Results

The Durbin-Watson value of 1.039 is less than the dU limit of 1.689 and less than the 4-dU of 2.311. So as the basis for decision making in the Durbin-Watson test means there is no certainty or definite conclusion.

**4.5. Multicollinearity Test**

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero. To detect the presence or absence of multicollinearity in the regression model is as follows:

Table 5. Multicollinearity Test Results

NO	Variable	VIF value	Tolerance	VIF limit	Information
1	Work Discipline (X <sub>1</sub> )	1.218	0.821	10	Multicollinearity Does Not Occur
2	Work Experience (X <sub>2</sub> )	1,259	0.794	10	Multicollinearity Does Not Occur
3	Work Motivation (X <sub>3</sub> )	1.228	0.815	10	Multicollinearity Does Not Occur

Source: 2023 Data Processing Results

The results of calculating the tolerance value show that there are no independent variables that have a tolerance value of less than 10%, which means there is no correlation between independent variables whose value is more than 90%. The results of calculating the value of the variance inflation factor (VIF) also show the same thing. There is not one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

**4.6. Path Analysis**

Path analysis in this study is grouped into two path sub-structures. In the first sub-structure analysis, it will be seen the effect of work discipline and work experience on work motivation. In the third sub-structure analysis, the effect of work discipline, work experience and work motivation will be seen on employee performance. The following will explain the results of data analysis for each sub structure:



### Results of Sub Structure Analysis 1

In this section, an influence analysis is carried out for the independent variables, namely work discipline ( $X_1$ ) and work experience ( $X_2$ ) on the dependent variable, namely work motivation ( $X_3$ ). The results of data processing and interpretation of research results are presented based on the following table data:

Table 6. Results of Path Coefficient Analysis of Work Discipline Variables ( $X_1$ ) and Work Experience ( $X_2$ ) on work motivation ( $X_3$ )

Endogenous Variables	Exogenous Variables	Path Coefficient	t <sub>count</sub>	Sig.	Information
Work Motivation ( $X_3$ )	Work Discipline ( $X_1$ )	0.211	2,070	0.042	Significant
	Work Experience ( $X_2$ )	0.357	2,658	0.010	Significant
R Square = 0.185 F count = 8.874 F Sig. = 0.000					

Source: 2023 Data Processing Results

Based on the results of path analysis on sub structure 1, it is known that the calculated F value is 8.874 with a significance value of  $0.000 < 0.05$ . This means that together the variables of work discipline and work experience variables have a significant effect on morale. The results of data analysis on sub structure 1 can be entered into the path equation as follows:

$$X_3 = P_{yx1}X_1 + P_{yx2}X_2$$

$$X_3 = 0.211X_1 + 0.357X_2$$

The magnitude of the path coefficient of the influence of other variables outside the research model on integrity can be calculated using the following formula:

$$P_{ye} = \sqrt{1 - r^2_{yx_1, \dots, X_k}}$$

$$P_{ye} = \sqrt{1 - 0,185}$$

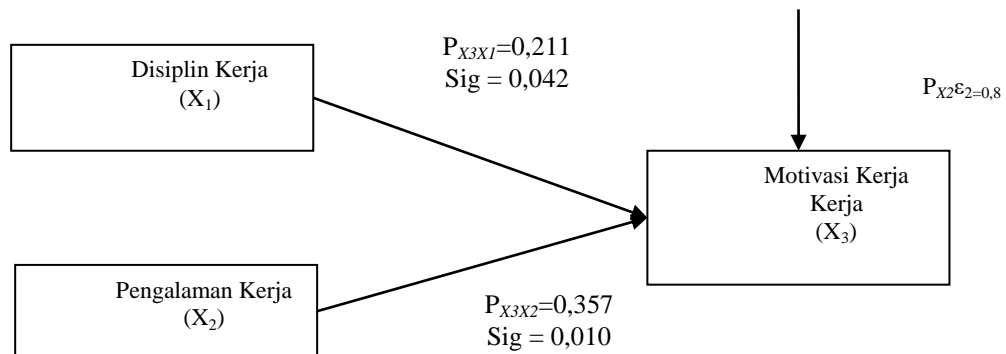
$$P_{ye} = \sqrt{0,815}$$

$$P_{ye} = 0.902$$

Thus it is known that the magnitude of the path coefficient of the influence of other variables on work motivation is 0.902. So it is known that the magnitude of the influence of other variables on work motivation outside of work discipline and work experience is 90.2% with a calculation of  $0.815 \times 0.815 = 0.902$ .

The chart of path analysis results in sub structure 2 can be described as follows:

Figure 1. Sub structure path coefficient 1 The effect of  $X_1$  and  $X_2$  on  $X_3$



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Results of Sub Structure Analysis 2

To analyze the influence of work discipline variables (X<sub>1</sub>), work experience (X<sub>2</sub>) and work motivation (X<sub>3</sub>) on employee performance (Y), both jointly and partially. The results of data analysis are presented in the following table:

Table 7 3. Results of Path Coefficient Analysis of Work Discipline Variables (X<sub>1</sub>), Work Experience (X<sub>2</sub>) and Work Motivation (X<sub>3</sub>) on Employee Performance (Y)

Endogenous Variables	Exogenous Variables	Path Coefficient	t <sub>count</sub>	Sig.	Information
Work Performance (Y)	Work Discipline (X <sub>1</sub> )	0.430	3,771	0.000	Significant
	Work Experience (X <sub>2</sub> )	0.479	3.125	0.003	Significant
	Work Motivation (X <sub>3</sub> )	0.387	3,129	0.002	Significant
R Square = 0.480 F count = 23.679 F Sig. = 0.000					

Source: 2023 Data Processing Results

Based on the results of path analysis on sub structure 2, it is known that the calculated F value is 23.679 with a significance value of 0.000 < 0.05, this means that together the variables of work discipline (X<sub>1</sub>), work experience (X<sub>2</sub>) and work motivation (X<sub>3</sub>) on employee performance (Y). The results of data analysis on sub-structure 2 can be entered into the path equation as follows:

$$Y = P_{yx1} X_1 + P_{yx2} X_2 + P_{yx3} X_3$$

$$Y = 0.430 X_1 + 0.479 X_2 + 0.387 X_3$$

The path coefficient of the influence of other variables outside the research model on performance can be calculated using the following formula:

$$P_{ye} = \sqrt{1 - r^2_{yx_1, \dots, X_k}}$$

$$P_{ye} = \sqrt{1 - 0,480}$$

$$P_{ye} = \sqrt{0,520}$$

$$P_{ye} = 0.721$$

Thus it is known that the magnitude of the path coefficient of the influence of other variables on performance is 0.721. So that it is known that the magnitude of the influence of other variables on employee performance is 72.1% with a calculation of 0.520 x 0.520 = 0.721

The chart of path analysis results in sub structure 2 can be described as follows:

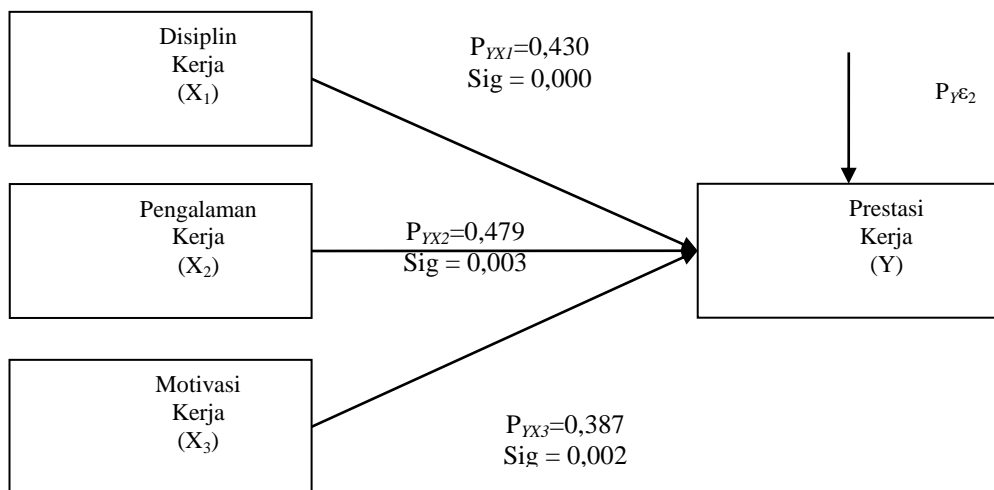


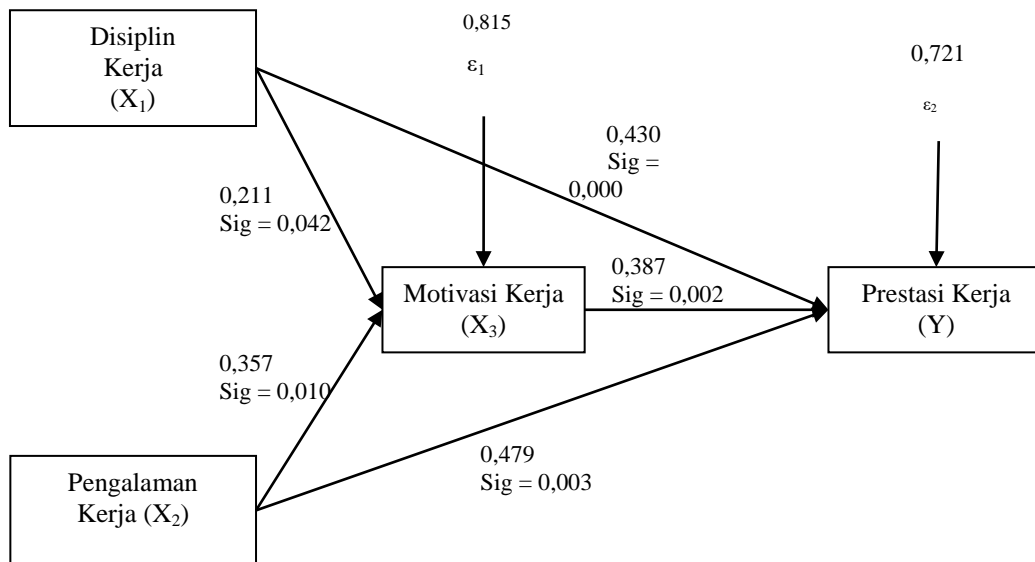
Figure 2. Chart of Sub Structure Path Analysis Results





After analyzing the path of sub-structure 1 and 2, the chart of the results of the path analysis can be described as follows:

Figure 3. Path Analysis



#### 4.7. Hypothesis testing

##### First Hypothesis Testing

The first hypothesis is "work discipline has a significant effect on employee performance in government agencies in the Koto Tengah District, Padang City".

Based on data analysis for testing the first hypothesis, it is known that the path coefficient of the influence of work discipline on work performance ( $P_{X_1 Y}$ ) is 0.430 with a significance value of 0.000. If the significance value is compared to the significant level of  $\alpha$  ( $\alpha = 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.000 < 0.05$ ). This means that the first hypothesis is accepted at the 95% confidence level. The conclusion is that work discipline has a significant effect on employee performance in the government agencies of the Koto Tengah District, Padang City.

##### Second Hypothesis Testing

The second hypothesis is "work experience has a significant effect on employee performance in government agencies in the Koto Tengah District, Padang City".

Based on data analysis for testing the second hypothesis, it is known that the path coefficient of the influence of work experience on work performance ( $P_{X_2 Y}$ ) is 0.479 with a significance value of 0.003. If the significance value is compared to the significant level of  $\alpha$  ( $\alpha = 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.003 < 0.05$ ). This means that the second hypothesis is accepted at the 95% confidence level. The conclusion is that work experience has a significant effect on employee performance in the government agencies of the Koto Tengah District, Padang City.

##### Third Hypothesis Testing

The third hypothesis is "work motivation has a significant effect on employee performance in the government agencies of the Koto Tengah District, Padang City".

Based on data analysis for testing the third hypothesis, it is known that the path coefficient of the influence of work motivation on work performance ( $P_{X_3 Y}$ ) is 0.387 with a significance value of 0.002. If the significance value is compared to the significant level of  $\alpha$  ( $\alpha = 0.05$ ), it is

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evident that the significance value is smaller than the significant level used ( $0.002 < 0.05$ ). This means that the third hypothesis is accepted at the 95% confidence level. The conclusion is that work motivation has a significant effect on employee performance in the government agencies of the Koto Tengah District, Padang City.

#### Fourth Hypothesis Testing

The fourth hypothesis is "work discipline has a significant effect on employee motivation in the government agencies of the Koto Tengah District, Padang City".

Based on data analysis for testing the fourth hypothesis, it is known that the path coefficient of the effect of work discipline on work motivation ( $PX_1 \times X_3$ ) is 0.211 with a significance value of 0.042. If the significance value is compared with the significant level of *alpha* ( $\alpha = 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.042 < 0.05$ ). This means that the fourth hypothesis is accepted at the 95% confidence level. The conclusion is that work discipline has a significant effect on employee motivation in the government agencies of the Koto Tengah District, Padang City.

#### Fifth Hypothesis Testing

The fifth hypothesis is "work experience has a significant effect on employee motivation in the government agencies of the Koto Tengah District, Padang City".

Based on data analysis for testing the fifth hypothesis, it is known that the path coefficient of the influence of work discipline on work motivation ( $PX_2 \times X_3$ ) is 0.357 with a significance value of 0.010. If the significance value is compared to the significant level of *alpha* ( $\alpha = 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.010 < 0.05$ ). This means that the fifth hypothesis is accepted at the 95% confidence level. The conclusion is that work experience has a significant effect on employee motivation in the government agencies of the Koto Tengah District, Padang City.

## 4.8 Discussion

### 1. The Effect of Work Discipline on Employee Work Performance in the Government Agencies of the Koto Tengah District, Padang City

Based on the results of the path analysis test, it shows that the work discipline variable has a significant influence on work performance in the Government Agencies of the Koto Tengah District, Padang City ( $\text{sig} = 0.000 < 0.05$ ) so that the first hypothesis is accepted that work discipline has a direct effect on work performance in the Environment. Government Agencies of Koto Tengah District, Padang City. The better the work discipline, the employee's performance will increase or vice versa, the lower the work discipline, the work performance will decrease.

These results are in line with research conducted by Lagale et al. (2014), Sumowo (2017), Rahmi & Aziz (2017), Tanjung (2017) and Arsaman et al. (2019) which states that work discipline has an influence on work performance. Discipline or work discipline is closely related to work performance, if an employee has high discipline then achieving work performance will be very easy (Rusdianto, 2019). If an employee is not on time at work or is not enthusiastic about completing work and his duties in the organization or the employee does not have awareness in carrying out his duties, in other words, is not disciplined, it will cause low work performance in an organization (Rahmi & Aziz, 2017). Without good employee discipline, this will make it difficult for organizations and companies to achieve optimal results.

### 2. The Influence of Work Experience on Employee Performance in the Government Agencies of the Koto Tengah District, Padang City

Based on the results of the path analysis test, it shows that the work experience variable has a significant influence on work performance in the Koto Tengah District Government Agency Environment, Padang City ( $\text{sig} = 0.003 < 0.05$ ) so that the second hypothesis is accepted that work experience has a direct effect on work performance in the Environment Government Agencies of



Koto Tangah District, Padang City. The better the work experience, the employee's performance will increase or vice versa, the lower the work experience, the work performance will decrease.

The results of this study are in line with several studies conducted by Kristola and Adnyani (2014), Hutama et al. (2016) and Wati et al. (2020) stated that work experience has a positive and significant influence on work performance. The three studies state that work experience clearly affects employee work performance because if someone has work experience, work performance will also increase.

Work experience is very important in the implementation of a business or an organization. By gaining work experience, the assigned tasks will be carried out or will be completed properly. Work experience very clearly affects the work performance of employees or employees because with work experience, work performance will also increase (Akbar, 2018). Employees who are equipped with experience, the possibility of realizing good work performance will be more easily achieved (Santoso, 2017). Experience in a person's work can sometimes be valued more than a high level of education, like the saying that experience is the best teacher or *experience is the best teacher*. So it can be said in general that a person's educational level and training that has been carried out and attended can reflect the intellectual abilities and types of skills possessed by the person concerned. That of course will affect the high or low level of achievement that a person has which also depends on the level of experience he has and has done before.

As time goes by and as the working period of an employee increases, the work experience he will gain will increase. This can help employees improve their work performance. Work performance is influenced by work experience, work experience also has an important role in improving employee performance. Which means that the longer the working period of an employee, the richer the work experience the employee will have. Work experience has a positive and significant influence on employee performance, this is because the more often an employee repeats a job that is done, so that it will be able to contribute to the duties and functions as an employee, in short the more experience an employee has the more skilled the employee will be in carrying out his work (Rahmiati, 2018).

### **3. The Influence of Work Motivation on Employee Performance in the Government Agencies of the Koto Tangah District, Padang City**

Based on the results of the path analysis test, it shows that the work motivation variable has a significant influence on work performance in the Koto Tangah District Government Agency Environment, Padang City ( $\text{sig} = 0.002 < 0.05$ ) so that the third hypothesis is accepted that work motivation has a direct effect on work performance in the Environment Government Agencies of Koto Tangah District, Padang City. The better the work motivation, the employee's performance will increase or vice versa, the lower the work motivation, the work performance will decrease.

Work performance is also influenced by employee motivation. An employee's work motivation is very important because it has an influence on employee work performance, this is because if employee motivation for the organization is high it will affect work performance, conversely if this employee's work motivation is low it will affect work performance which will be low also can even cause a desire to leave (Fahmi, 2017). Motivation and achievement are two constructive and correlative elements, both of which require each other and cannot be separated from the other, employee performance will be low if there is no motivation to do the job, and vice versa if the employee has high motivation at work, then it can produce high employee performance (Santoso, 2017). In order to improve employee performance, motivation is needed so that employees will work more effectively and efficiently and responsibly, besides that employees will be serious in complying with applicable regulations and plans contained within an organization. Motivation is also related to behavior that is directed at a goal, if employees always face a routine atmosphere continuously and repeatedly, it will cause boredom so that it can reduce productivity or work performance (Alex, 2009).

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#### **4. The Effect of Work Discipline on Employee Work Motivation in the Government Agencies of the Koto Tengah District, Padang City**

Based on the results of the path analysis test, it shows that the work discipline variable has a significant influence on work motivation in the Koto Tengah District Government Agency Environment, Padang City ( $\text{sig} = 0.042 < 0.05$ ) so that the fourth hypothesis is accepted that work discipline has a direct effect on work motivation in the Environment Government Agencies of Koto Tengah District, Padang City. The better the work discipline, the employee's work motivation will increase or vice versa, the lower the work discipline, the work motivation will decrease.

Discipline at work is a factor that must be possessed by employees who want to achieve work motivation in their work. Rosento et al. (2019) stated that work discipline affects work motivation. Furthermore, Munawaroh (2019) said that either directly or indirectly, employee discipline factors have the potential to influence employee work motivation, and if employee work motivation appears, work performance or work results can also be achieved well. The same thing was also expressed by Widayat et al. (2018) states that discipline is a person's ability to act in accordance with norms and regulations that are used to encourage efforts to increase employee motivation, the higher the level of discipline of an employee, the higher the employee's work motivation and vice versa. Based on the results of Hernawati's research (2017) it is said that the independent variables namely work discipline and commitment simultaneously have a significant effect on employee motivation at PTPN 1 Tanjung Seumantoh Palm Oil Mill, Aceh Tamiang. Furthermore, according to the results of Kusuma's research (2017) that simultaneously and partially the work discipline variable has a positive and significant influence on employee motivation at PT MNC Sky Vision TBK Palembang. So in other words the writer can conclude that work discipline has an influence on employee motivation.

#### **5. The Effect of Work Experience on Employee Work Motivation in the Government Agencies of the Koto Tengah District, Padang City**

Based on the results of the path analysis test, it shows that the work experience variable has a significant influence on work motivation in the Koto Tengah District Government Agency Environment, Padang City ( $\text{sig} = 0.010 < 0.05$ ) so that the fourth hypothesis is accepted that work experience has a direct effect on work motivation in the Environment Government Agencies of Koto Tengah District, Padang City. The better the work experience, the employee's work motivation will increase or vice versa, the lower the work experience, the work motivation will decrease.

Work experience can affect work motivation, the higher a person's work experience, the higher a person's motivation. Faradilla (2019) states that high work experience will motivate or encourage enthusiasm in employees in carrying out their jobs. Work experience is a driving force for a person to do his job better, the more often a person repeats his work, the higher the motivation to do his work so that he will finish his work quickly. This shows that the higher the work experience factor, the higher the work motivation of employees in working in an organization. Mulyawati (2009) states that if an employee has higher education and has high work experience, he must have high motivation in carrying out his work so that with good work results they will earn high wages or salaries for what they have done. Based on the research results of Asri et al (2017) stated that partially there is a positive influence between work experience on the work motivation of employees of the Housing and Settlements Office of South Lampung Regency. According to the results of Faradilla's research (2019) work experience has a significant and simultaneous effect on employee motivation at the palm oil mill of PT. Eluan Mahkota (EMA) Upstream Fullness of Rokan Hulu Regency. So, the authors can conclude that work experience has an influence on work motivation.



## 5. CONCLUSION

From this research can concluded 1) Discipline Work influential positive and significant to performance Work environment employee Koto Tengah District, Padang City. 2) Experience Work influential positive and significant to performance Work environment employee Koto Tengah District, Padang City. 3) Motivation Work influential positive and significant to performance Work environment employee Koto Tengah District, Padang City. 4) Discipline Work influential positive and significant to motivation Work environment employee Koto Tengah District, Padang City. 5) Experience Work influential positive and significant to motivation Work environment employee Koto Tengah District, Padang City.

Based on the conclusions obtained in this study, the authors provide suggestions so that they can be used as a guide or reference for further research, so there are several suggestions that can be considered, namely: In this study the authors only used a population and sample of 81 people in Civil Servants in the Koto Tengah District, Padang City. It is hoped that in future research it can use a larger population and sample, for example in every civil servant and honorary employee in other regions. It is hoped that in future research, it will be added a longer research period so that it can explore other variables that can affect employee performance. Hopefully future researchers can dig deeper into the influence of work discipline, work experience and work motivation on work performance.

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THE INFLUENCE OF WORK DISCIPLINE, WORK EXPERIENCE AND WORK MOTIVATION ON EMPLOYEE ACHIEVEMENT IN GOVERNMENT INSTITUTIONS

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