

Does work motivation and work discipline affect state civil apparatus performance during Covid-19?

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ABSTRACT

The covid 19 pandemic has changed people's behavior. Social and physical distancing policies are government policies that have changed employees' work environment from the office to the home environment. Meanwhile, human resource management is needed to maintain and improve the performance of employee (State civil apparatus or ASN). Therefore, this study examines the influence of work motivation and work discipline moderated by the work environment on the performance of the employee (ASN). The research site was Badan Keuangan dan Aset Daerah Pemerintah Kota Batu. This research used a quantitative method with explanatory research. The population in this study was all State civil apparatus (ASN) of the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu as many as 61 respondents. This study found that work motivation influences the performance of the employee (ASN), and work discipline also affects on ASN performance. In addition, the work environment is a variable that moderates dependent variables towards the performance of the ASN. This research implies that the work environment is critical to be considered as a strategy to maintain ASN motivation and work discipline.

Keywords:

The performance of employee, work environment, employee motivation, work discipline, work performance

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1. Introduction

Performance is the product of a work process measured over a certain period based on established standards. Performance is the quantity or quality of a product or service provided by someone who does the work (Wang & Chen, 2022). The products and services provided can have quality because they are done by someone who has duties and responsibilities (Hu et al., 2020; Ng, 2017). In other words, Performance is an individual achievement during a specific period in carrying out his duties that can be compared with the standards of work results, targets, or criteria that have been mutually approved (Beck et al., 2016).

In government, public services are services provided by a State civil apparatus (ASN). Performance appraisal for a civil servant has been regulated through Government Regulation Number 30 of 2019 concerning Performance Appraisal of Civil Servants. A State civil apparatus (ASN) performance assessment is carried out to observe the achievement of performance targets contained in the ASN performance unit (SKP). Performance Assessment for civil servants is carried

out to ensure objectivity in the coaching of ASN, which is based on the achievement system and career system

Previous research has shown that ASN performance is influenced by motivation, discipline, and work environment (Bhatti et al., 2021; Chaubey et al., 2019). Motivation is the willingness of the individual to provide a high effort to achieve the organization's goals (Kim et al., 2021). Motivation is understood as the process of intensity, direction and determination of the individual to achieve his target (S. L. Parker et al., 2021). Motivation, in general, is an attempt to achieve a goal. Meanwhile, in particular, motivation is more aimed at employees' efforts in supporting the achievement. Organizational leaders seek to direct subordinates' potential to work productively to realize organizational goals (Tao et al., 2022; Zhang & Liu, 2022).

While discipline is the awareness and willingness of members of the organization to obey all established organizational regulations, the discipline of an employee reflects an employee's responsibility to the duties assigned to him. Discipline is a very critical operative function of human resource management. Employees with high discipline can achieve high work performance as well. Furthermore, good employee work performance makes it easier for organizations to achieve their goals (Shin & Konrad, 2017).

In addition to motivation and discipline, the work environment is also believed to support employee performance (Ángeles López-Cabarcos et al., 2022). The work environment is a place that offers a sense of security and allows employees to work optimally (S. K. Parker, 2014). The work environment is the complete tooling tool around employees, including work methods used individually or in groups. A conducive work environment will make employees work comfortably and function optimally. Indirectly, the work environment affects employees' emotions (Men et al., 2022). Employees will feel happy with a good work environment to work optimally.

However, the covid 19 pandemic has changed everyone's behavior (Lambert et al., 2018; Sander et al., 2019). The rapid spread of the covid virus must be stopped with social distancing and physical distancing policies. Among those who must respond quickly to this policy, the Indonesian government issued work-from-home rules for the government and private employees (Barbour et al., 2021). The work-from-home policy is a condition that changes their habits at work (Dalal et al., 2020; Thompson et al., 2019; Van Quaquebeke & Felps, 2018). Meanwhile, human resource management is needed by an organization to improve the quality of employee performance. Good performance of employee can be an advantage condition in achieving the targets of an organization (Alromaihi et al., 2017; Campbell & Wiernik, 2015). Therefore, it is very significant to examine on employee performance during the Covid-19 pandemic (Carpini et al., 2017). The purpose of study aims to test does the variables, namely the work motivation, work discipline moderated by the work environment influence the ASN performance, especially during the Covid-19 pandemic.

The objectives of the study are to test:

1. Whether work motivation significantly affects the performance of employee?
2. Whether work discipline significantly affects the performance of employee?
3. Whether work motivation affects ASN performance within the work environment as moderation during?
4. Whether work discipline affects ASN performance by the work environment as moderation during?

2. Methods

This research was conducted at the Among Tani Batu City Hall Office, precisely at the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu. Considering the Performance of employees at the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu is a central part of its role in overcoming the Covid-19 Pandemic. Because the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu government regulates regional financial governance. Badan Keuangan dan Aset Daerah Pemerintah Kota Batu is a supporting element of government affairs, the regional authority in the financial sector. The research was conducted from March 2021 to April 2021.

This research used quantitative method. The population was all employees of the ASN of the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu as many as 61 respondents. Data was obtained by using questionnaires. The variables used in this study are two independent variables, namely Work Motivation (X1) and Work Discipline (X2), and one dependent variable, namely the performance of employee (Y).

Table.1 Research variables and indicators

Variables	Description	Indicators
Work Motivation (X1)	Motivation is the various efforts made by a person to fulfill his needs. Further, a person will perform according to the desires possessed and underlies his behavior.	1. Physiological-need 2. Safety need 3. Social-need 4. Esteem-need 5. Self-actualization need
Work Discipline (X2)	Labor discipline is the compliance of an individual to the rules of organizations and social norms that are carried out consciously and of his own accord.	1. Presence 2. Obedience 3. Timeliness 4. Behavior
Work Environment (M = Moderating)	The work environment is a condition in which the workplace is good, encompassing both physical and nonphysical	1. Work equipment 2. Service to employees 3. Working conditions 4. Personal relationships
Employee Performance (Y)	The performance of employee is the achievement or work achievement of both quality and quantity achieved during the Covid-19 pandemic in carrying out duties under the responsibilities given.	1. Working Quality 2. Working Quantity 3. Responsibility 4. Collaborate 5. Initiative

Source: Compiled by authors

Predetermined variables are described as indicators. These indicators will be the starting point for making statements in a closed questionnaire. The closed questionnaire consists of questions provided through 5 scale options. Variable measurements used the Likert scale.

3. Results

3.1 Work motivation (X1) on the performance of employee (ASN)(Y)

H1: There is a significant influence of work motivation (X1) on the performance of employee (Y)

Tabel. 2 The results of t Test Work Motivation Variables On performance employee (ASN)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.513	3.365		3.124	.003
	X1 = Work Motivation	.716	.095	.703	7.534	.000
Coefficients ^a						
a. Dependent Variable: Y = performance employee (ASN)						

Based on a simple linear regression test in table 2, a t value calculated for work motivation of 7.534 and a significance value of the work motivation variable (X1) of 0.000 was obtained. With the significance value < 0.05, it can be decided that the work motivation variable (X1) has a significant

influence on the variable of the performance of employee (Y). The beta coefficient (β) value of the work motivation variable (X1) is 0.716 and unidirectional.

3.2. Work discipline (X2) on the performance of employee (ASN)(Y)

H2: There is a significant influence of work discipline (X2) on performance of employee (ASN) (Y)

Tabel. 3 Results of t-Test Work Motivation Variables On Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.705	3.556		3.010	.004
	X2 = Work Discipline	.711	.100	.681	7.074	.000

Coefficients^a

a. Dependent Variable: Y = performance of employee (ASN)

H2 in this study is to examine the impact of employee work discipline (X2) on ASN performance (Y). The study found that there is a significant influence of work discipline on ASN performance in the era of the Covid-19 pandemic at the Regional Finance and Assets Agency of the Batu City Government. The finding showed from the regression analysis results above show.

Based on a simple linear regression test in table 4.18, a t value calculated for work motivation of 7.074 and a significance value of the work discipline variable (X2) of 0.000 was obtained. With the significance value < 0.05, it shows that the work discipline variable (X2) has a significant influence on the variable of performance of employee (Y). The value of the beta coefficient (β) of the work motivation variable (X1) is 0.711 and unidirectional.

3.3. Work Motivation (X1) on ASN performance (Y) with the work environment (M) as moderation.

H3 : There is a significant influence of work motivation (X1) on the performance of employee (Y) with the working environment (M) as moderation.

Tabel. 4 MRA Test Results Analysis of Work Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	112.859	29.293		3.853	.000
	X1 = Work Motivation	-1.616	.834	-1.587	-1.938	.058
	M = Work Environment	-2.560	.829	-2.513	-3.088	.003
	Moderation 1 (X1 x M)	.057	.024	1.755	2.390	.020

Coefficients^a

a. Dependent Variable: Y = ASN Performance

The regression test results in table 4 above can produce a regression equation model as follows:

$$Y = 112,859 - 1,616X_1 - 2,560M + 0,057X_1 M \text{ atau}$$

$$\text{Employee Performance} = 112,859 - 1,616 (\text{Work Motivation}) - 2,560 (\text{Work Environment}) + 0.057 (\text{Work Motivation} \times \text{Work Environment})$$

Based on the results of a simple MRA test in table 4, a t-value of the work motivation variable was obtained -1.938 with a significance value of 0.058. The resulting significance value is greater than

5% (sig. > 5%), so it means that the work motivation variable has no significant influence on ASN performance variables.

The result of the value of t calculates the variable of the working environment -3.088 with a significance value of 0.003. Thus, it means that the work environment variable has a significant influence on the variable of ASN performance. The value of t calculates the moderation variable 1 2.390 with a significance value of 0.020. This significance value is less than 5% (sig. < 5%), so it shows that the moderation variable 1 significantly influences employee performance variables.

Based on the results of the t-test, the variables of work motivation, work environment, and moderation 1, it can be concluded that the work environment variables moderate the relationship of work motivation variables to employee performance. It confirm that the work environment variable is a moderating variable.

Furthermore, the test results of the coefficient of determination of simple linear regression of work motivation and Adjusted R² value of 0.486 was obtained. This means that the free variable (work motivation) can explain the variation in the bound variable (employee performance) of 49.5%. Meanwhile, in table 4.18 about the results of the MRA coefficient of determination test for work motivation, an Adjusted R² value of 0.724 was obtained. This means that free variables (work motivation, work environment, and moderation 1) can explain the variation in bound variables (employee performance) by 72.4%. This means that the existence of the work environment variable as a moderation variable can strengthen the relationship of the free variable (work motivation) to the bound variable (employee performance) by 22.9%.

3.4. Work discipline (X2) on the performance of employee (Y) with the work environment (M) as moderation.

H4: There is a significant influence of work discipline (X2) on the performance of employee (Y) with the work environment (M) as moderation.

Tabel 5 MRA Test Results Analysis of Work Discipline

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	108.907	31.168		3.494	.001
X2 = Work Discipline	-1.483	.890	-1.420	-1.668	.101
M = Work Environment	-2.431	.886	-2.386	-2.743	.008
Moderasi 2 (X2 x M)	.053	.026	1.614	2.064	.044

Coefficients^a

a. Dependent Variable: Y = ASN Performance

The regression test results in table 5 above can produce a regression equation model as follows:

$$Y = 108,907 - 1,483X_2 - 2,431M + 0,053X_2M \text{ atau}$$

$$\text{Employee Performance} = 108,907 - 1,483 (\text{Work Discipline}) - 2,431 (\text{Work Environment}) + 0.053 (\text{Work Discipline} * \text{Work Environment})$$

Based on simple MRA test results, a t-value of the work discipline variable was obtained at -1.668 with a significance value of 0.101. The resulting significance value is greater than 5% (sig. > 5%), so it can be said that the work discipline variable has no significant influence on the employee performance variable.

The result of the value of t calculates the variable of the working environment -2.743 with a significance value of 0.008. The significance value is less than 5% (sig. < 5%), so it shows that the work environment variable influence on the variable of ASN performance. The value of t calculates the moderation variable 2 2.064 with a significance value of 0.044. This significance value is less than 5% (sig. < 5%), so it can be concluded that moderation variable 2 influences employee performance. Based on the results of the t-test, the variables of work discipline, work environment, and moderation meaning that the work environment variables moderate the relationship of work

discipline variables to ASN performance. It is consistent with hypotheses that the work environment variable is a moderating variable.

Furthermore, the test of the coefficient of determination of simple linear regression of work discipline obtained an Adjusted R Square (R²) value of 0.454. This means that the independent variable (work discipline) can explain the bound variable (employee performance) variation by 45.4%. Meanwhile, in table 4.19 about the results of the MRA coefficient of determination test for work discipline, an Adjusted R² value of 0.705 was obtained. This means that the free variables (work discipline, work environment, and moderation) can explain the variation in the bound variable (ASN performance) by 70.5%. This means that the existence of the work environment variable as a moderation variable can strengthen the relationship of the free variable (work discipline) to the bound variable (employee performance) by 25%.

4. Discussion

The first hypothesis in this study is that work motivation significantly influences ASN performance. The regression analysis results above show that work motivation influences ASN performance in the era of the Covid-19 pandemic at Badan Keuangan dan Aset Daerah Pemerintah Kota Batu. The analysis results show that the higher the value of work motivation, the higher the employee performance value. The result shows that when the work motivation of employees in the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu increases, the ASN performance will also increase. And vice versa, when the work motivation of employees decreases, then the Performance of the employees is also getting worse.

The second hypothesis, there is a significant influence of work discipline on employee performance. The analysis results show that the higher the value of work discipline, the higher the employee performance value. This indicates that when the work discipline of employees in Badan Keuangan dan Aset Daerah Pemerintah Kota Batu increases, the Performance of ASN is better, and vice versa; when the work discipline of employees decreases, then the Performance of the ASN is also getting worse.

The third hypotheses show a significant influence of work motivation on ASN performance with the working environment as moderation. The reason employees at Badan Keuangan dan Aset Daerah Pemerintah Kota Batu in this pandemic mass has changed slightly and has decreased because to go to the office alone they are haunted by feelings of anxiety and fear due to the transmission of covid 19 (Charoensukmongkol & Phungsoonthorn, 2020). This can be seen from the recap of the presence of the Badan Keuangan dan Aset Daerah Pemerintah Kota Batu in January 2021; only 80% of employees who entered work and employees who entered work in February decreased to 76%. Moreover, at this time, Batu City is one of the cities that enters the red zone. Not a few covid 19 cases are found in the Among Tani Batu City Hall environment. Not a few of the employees have contracted the covid 19 virus.

The work environment at Badan Keuangan dan Aset Daerah Pemerintah Kota Batu during the pandemic has also changed because the WFH or WFO system is implemented, making the work environment not conducive. For example, to make a report that requires coordination with the fields in BKAD only takes time, so the completion of work a report waiting for the head department to be in place. It is due to the WFH schedule that is not the same as the report maker and also seeing the state of the employee's office that enters only around 25% it makes the work environment strange so that it feels uncomfortable and not hard and wants to go home as soon as possible always affects the feelings of every employee. The importance of work environment factors for employee performance, the following section will analyze the employee's work environment as a variable for employee performance moderation.

The fourth hypothesis, there is a significant influence of work discipline on ASN performance with the work environment as moderation. During the pandemic, the work discipline of employees at Badan Keuangan dan Aset Daerah Pemerintah Kota Batu also decreased. At the time before the Covid-19 pandemic, work started at 07.30 WIB. In contrast, during the Covid-19 pandemic, many employees arrived late for various reasons, such as the absence of facial scan attendance, accompanying children attending an online school, and various other reasons. Returning home before work time runs out is also a disciplinary problem.

The Performance of in this pandemic era has a problem, namely the Performance of employees is required to be the same as before the covid 19 pandemic. Especially at the beginning of the covid 19 pandemic, all budgets were focused on handling covid 19. As a result, many employees are confused, and jobs are neglected due to the latest policies since the beginning of the covid 19 pandemic (Hwang et al., 2020; Skiba & Wildman, 2019).

5. Conclusion

The government's policy in breaking the chain of the spread of the coronavirus during the covid 19 pandemic is to implement work-from-home for employees. This policy changed many employee habits. One of the changes that occurred was the change in the work environment from the office to the home environment. Although motivation and discipline significantly affect employee performance, research on motivation and discipline moderated by changes in the work environment due to the Covid-19 pandemic is still necessary. This study examines how the influence of motivation and work discipline moderated by the work environment on ASN performance during the Covid-19 pandemic. This study found that motivation has a significant positive influence on employee performance. In addition, the variable of work discipline has a significant positive influence on ASN performance.

Furthermore, this study found that the work environment is a variable of motivational moderation and work discipline towards ASN performance. The results of this study provide implications that the motivation and work discipline of government employees need to be appropriately maintained even in emergencies (such as the covid 19 pandemic). One of the efforts to keep the motivation and discipline of employees' work is to improve their work environment.

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