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THE INFLUENCE OF WORK EXPERIENCE, COMPETENCE, WORK ENVIRONMENTON WORK EFFECTIVENESS WITH WORK MOTIVATION AS A VARIABLEINTERVENING AT THE OFFICE OF THE PORT MASTER AND CLASS II PORT AUTHORITY OF TELUK BAYUR

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Abstract

This study examines the Influence of Work Experience, Competence, Work Environment on Work Effectiveness with Work Motivation as an Intervening Variable at the Harbormaster and Port Authority Office of Class II Teluk Bayur. This study uses quantitative research. The data analysis technique in this study uses Partial Least Square (PLS) which is a Multivariate Analysis in the second generation using structural equation modeling (Structural Equation Model/SEM). Work Experience has a significant influence on the Work Motivation variable. Competence has a significant influence on the Work Motivation variable. Work Environment has a significant influence on the Work Motivation variable. Work Motivation does not have a significant influence on the Work Effectiveness variable. Work Experience has a significant influence on the Work Effectiveness variable. Competence has a significant influence on the Work Effectiveness variable. Work Environment has a significant influence on the Work Effectiveness variable. Work Motivation has a positive and significant influence in mediating Work Experience on Work Effectiveness. Work Motivation has a positive and significant influence in mediating Competence on Work Effectiveness. Work Motivation has a positive and significant influence in mediating Work Environment on Work Effectiveness.

Keywords: Work Experience, Competence, Work Environment, Work Effectiveness and Work Motivation

1. INTRODUCTION

Employee work effectiveness is a person's positive attitude or general condition towards their organizational life, so it is clear that every leader needs to take various steps so that more and more of their employees feel satisfied and always enthusiastic in working, which in time will achieve the level of employee work effectiveness as expected. Employee work effectiveness at the Harbormaster and Port Authority Office Class II Teluk Bayur can occur if employees can utilize the time and resources owned by the organization appropriately, effectively and efficiently. Tangkilisan, (2017:139) states that effectiveness is the extent to which an organization which is a social system with all the resources and certain facilities available fulfills its goals without waste and avoids unnecessary tension among its members. Based on this understanding, it can be explained that by implementing employee work effectiveness, it can avoid wasting time by avoiding tension among employees and wasting other resources in the office in order to achieve the goals that have been previously determined by the office.

Based on the results of the pre-survey that researchers have conducted at the Harbormaster and Port Authority Office Class II Teluk Bayur. Researchers found problems regarding the low effectiveness of employee work in carrying out activities or tasks to achieve organizational goals. This can be seen from the phenomenon of employee punctuality which is still not good, because there are still employees who underestimate work time by not coming to work without clear

explanation, with evidence that there are 5 employees who are not coming to work without clear reasons according to the employee attendance recapitulation data, which can hinder the achievement of individual work goals or targets on time. The second is about the accuracy of targets that have not been implemented optimally, this can be seen from the results of employee work that have not been in accordance with the target, with evidence that there are still several employees who have not maximized their individual work targets so that they get an empty Employee Work Target (SKP) value in one year of work for 2023.

Efforts that the Harbormaster and Port Authority Office Class II Teluk Bayur can do to improve and maintain employee effectiveness are by having supervision with good supervision that can make employee work effectiveness run smoothly and can encourage them to diligently do their jobs to create optimal work results. The phenomenon that occurs at the Harbormaster and Port Authority Office Class II Teluk Bayur is that supervision from superiors to subordinates is still not optimal, this can be seen from the fact that there are still employees who sit around chatting while ignoring their main tasks if their superiors are not there. Another factor that can improve the effectiveness of the implementation of employee work duties at the Harbormaster and Port Authority Office Class II Teluk Bayur is career development. Civil Servant Management includes determining formations, procurement, appointments, transfers, dismissals, determining pensions, salaries, allowances, welfare, rights and obligations of legal status, and development.

Based on interviews with the leadership, it was found that there were still many employees of the Class II Teluk Bayur Harbor Master and Port Authority Office who lacked experience in working in their respective fields. This lack of work experience certainly affects the results of employee work. There is a difference between employees who have worked for a long time and employees who have just started working. Employees who have worked for a long time have better knowledge and skills compared to employees who have just started working who still lack abilities. Most new employees are recruited as fresh graduates or have just graduated from college so they do not have better work experience. Meanwhile, training is still considered lacking for employees. The next phenomenon of the Class II Teluk Bayur Harbor Master and Port Authority Office is the existence of Dual Positions such as the Position of Patrol Boat Captain and also as Head of Work Area. This occurs because of the lack of employees at the KSOP and also employees who have the competence of a Seaman's Certificate. Small office buildings make activities more difficult when working. Because office buildings are places to carry out activities that are always used. The main work in the office is in information activities and other activities. This requires a new office update to accommodate more workers. Therefore, in planning an office building, a mature design is needed in terms of structural strength and architecture. Then the problem of digitalization of the Office of the Harbor Master and Class II Port Authority of Teluk Bayur uses applications in services, this is still lacking in technological tools such as computers/laptops in the office.

The phenomenon that occurs regarding the work environment at the Harbormaster and Port Authority Office Class II Teluk Bayur is the lack of motivation from the Leader towards employees which causes employees to be less productive. An inadequate work environment makes employees unmotivated to do productive work. Many facilities in this Office are damaged, lack of maintenance, and are not fulfilled which makes employees unproductive in doing their work. For example, computers that often experience disruptions and printers for printing sailor books experience system disruptions. Also, the web portal system often experiences damage or errors so that it slows down employee activities in completing work and sailors cannot enter requests into the system and the weak security of the Office. Transportation is also poorly facilitated, this is what hinders employee activities.

Lack of employee awareness in terms of developing existing competencies and abilities stems from a work culture that has been implemented for generations. Where at the Harbormaster and Port Authority Office Class II Teluk Bayur, the existing work culture is more about implementing habits without any evaluation and changes to the work culture that does not support work activities at the Harbormaster and Port Authority Office Class II Teluk Bayur. Employees

who lack competence in using technology in the incoming and outgoing mail input system often experience input errors and piles of letters because these employees have low competence and skills in using computers. And there are also employees who work beyond the specified jobdesk, employees who work not in accordance with their fields or exceed the competency standards they have. Because some employees have limited insight and skills in some employees, it affects the decline in the quality of competence.

The discipline factor plays a very important role in the implementation of employee work. An employee who has a high level of discipline will continue to work well even without being supervised by a superior. A disciplined employee will not steal work time to do other things that are unrelated to work. Employee Discipline is the ability of employees to comply with obligations and avoid prohibitions stipulated in laws and/or regulations and/or official regulations which if not complied with or violated will be subject to disciplinary sanctions. This discipline does not occur only temporarily. The implementation of employee discipline regulations must be firm and consistent. In addition, employees are expected to maintain and develop their professional ethics.

A frequent phenomenon related to employee work discipline at the Teluk Bayur Class II Harbor Master and Port Authority Office is that many employees still commit violations in carrying out their duties. Such as: Violations committed by employees are not coming to work without explanation or playing truant, arriving at the office not on time, taking a break before time or even going home before time without permission from the leader. Even when there is a ceremony or morning roll call, only some employees attend the roll call, there are even some employees who only fill in the daily attendance but do not attend the roll call as they should. This has led to a tendency to implement shorter work weeks and less strict work regulations. The assignment of official duties to employees is basically a trust from the authorized superior, with the hope that the task will be carried out as well as possible. Therefore, every employee is required to carry out the official duties entrusted to him with full dedication, awareness, and responsibility. In an effort to improve the work discipline of its apparatus.

2. IMPLEMENTATION METHOD

This study uses quantitative research. Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to find information about what we want to know, (Sugiyono, 2017). Based on the problems to be studied, this researcher is included in the type of quantitative research with an associative quantitative approach which is a study aimed at determining the relationship between two or more variables. With this research, a theory will be built that can function to explain, predict and control a symptom.

According to Siyoto & Sodik, (2015) a sample is a portion of the number and characteristics possessed by the population, or a small part of the population members taken according to a certain procedure so that it can represent the population. According to Sugiyono (2017) probability sampling is a sampling technique that provides equal opportunities or chances for each element or member of the population to be selected as a sample. So in this study, the sample that will be used is the entire population as many as112 respondents.

Data collection techniques using variable measurement using questionnaire instruments. Each employee respondent was given five questionnaire instruments to be a source of measurement of the variables studied. Data were collected using the questionnaire method, namely by providing a list of questions or questionnaires to respondents. The reason for using this method is that the research subjects are the people who know best about themselves, and the statements given by the subjects are true and can be trusted. The answers to the list of questions that must be filled in by respondents are made using a Likert scale, namely a range of 1 to 5, where a value of 1 is a statement of strongly disagree and a value of 5 is a statement of strongly agree.

The data analysis technique in this study uses Partial Least Square (PLS) which is a second-generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and of course with a large sample size it will

be more capable of increasing estimation precision. PLS does not require the requirement of data distribution assumptions to be normal or not. The form of the construct can use a reflective or formative model. Structural Model Analysis aims to test the research hypothesis. There are at least two parts that need to be analyzed in this structural model, namely: (1) Collinearity (Collinearity/Variance Inflation Factor/VIF), (2) Testing the significance of the structural model path coefficient (Structural Model Path Coefficient), (3) Determination Coefficient (R-Square).

3. RESULTS AND DISCUSSION

3.1 Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this study.

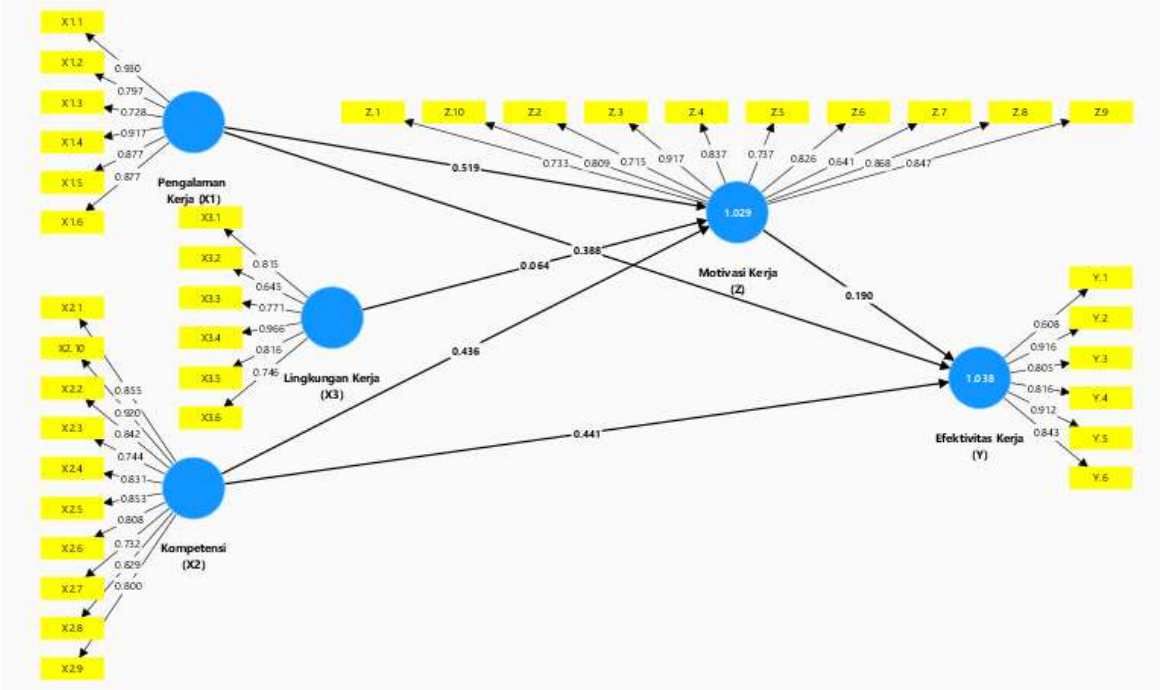

Figure 3.1. Outer Model

To test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity by looking at the cross loading value. In this study, a loading factor of 0.7 was used with the algorithm calculation on Smart PLS 3.0. The following are the results of the convergent validity measurement model test using the loading factor which can be seen in Table 3.1

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Table 3.1
Results of Instrument Validity Test Using Loading Factor

Pemuatan luar (Outer loadings) - Matriks

	Efektivitas Kerja_(Y)	Kompetensi_(X2)	Lingkungan Kerja_(X3)	Motivasi Kerja_(Z)	Pengalaman _Kerja (X1)
X1.1					0.930
X1.2					0.797
X1.3					0.728
X1.4					0.917
X1.5					0.877
X1.6					0.877
X2.1		0.855			
X2.10		0.920			
X2.2		0.842			
X2.3		0.744			
X2.4		0.831			
X2.5		0.853			
X2.6		0.808			
X2.7		0.732			
X2.8		0.829			
X2.9		0.800			
X3.1			0.815		
X3.2			0.645		
X3.3			0.771		
X3.4			0.966		
X3.5			0.816		
X3.6			0.746		
Y.1	0.608				
Y.2	0.916				
Y.3	0.805				
Y.4	0.816				
Y.5	0.912				
Y.6	0.843				
Z.1				0.733	
Z.10				0.809	
Z.2				0.715	
Z.3				0.917	
Z.4				0.837	
Z.5				0.737	
Z.6				0.826	
Z.7				0.641	
Z.8				0.868	
Z.9				0.847	

Source: Processed primary data (2024)

Based on Table 3.1 above, it can be seen that all loading factor values have passed the limit of 0.7 so that it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables. The following are the results of testing the discriminant validity measurement model using cross loading which can be seen in Table 3.2:

Table 3.2
Results of Instrument Validity Test Using Cross Loading

Validitas diskriminan - Pemuatan silang (Cross loadings)

	Efektivitas Kerja_(Y)	Kompetensi_(X2)	Lingkungan Kerja_(X3)	Motivasi Kerja_(Z)	Pengalaman _Kerja (X1)
X1.1	0.931	0.928	0.961	0.958	0.930
X1.2	0.810	0.790	0.882	0.809	0.797
X1.3	0.739	0.716	0.849	0.739	0.728
X1.4	0.944	0.939	0.871	0.919	0.917
X1.5	0.886	0.883	0.860	0.895	0.877
X1.6	0.901	0.815	0.780	0.880	0.877
X2.1	0.861	0.855	0.772	0.870	0.813
X2.10	0.944	0.920	0.871	0.919	0.941
X2.2	0.888	0.842	0.792	0.817	0.797
X2.3	0.740	0.744	0.687	0.766	0.718
X2.4	0.853	0.831	0.752	0.830	0.848
X2.5	0.883	0.853	0.697	0.844	0.794
X2.6	0.801	0.808	0.732	0.836	0.802
X2.7	0.736	0.732	0.651	0.746	0.752
X2.8	0.827	0.829	0.770	0.852	0.812
X2.9	0.810	0.800	0.882	0.809	0.856
X3.1	0.731	0.726	0.815	0.808	0.738
X3.2	0.709	0.598	0.645	0.639	0.623
X3.3	0.718	0.641	0.771	0.764	0.763
X3.4	0.931	0.928	0.966	0.958	0.975
X3.5	0.810	0.790	0.816	0.809	0.856
X3.6	0.739	0.716	0.746	0.739	0.851
Y.1	0.608	0.598	0.759	0.639	0.623
Y.2	0.916	0.925	0.904	0.945	0.934
Y.3	0.805	0.849	0.792	0.817	0.797
Y.4	0.816	0.851	0.697	0.844	0.794
Y.5	0.912	0.939	0.871	0.919	0.941
Y.6	0.843	0.815	0.780	0.880	0.893
Z.1	0.731	0.726	0.843	0.733	0.738
Z.10	0.808	0.807	0.872	0.809	0.863
Z.2	0.718	0.641	0.902	0.715	0.763
Z.3	0.944	0.925	0.904	0.917	0.934
Z.4	0.861	0.885	0.772	0.837	0.813
Z.5	0.740	0.807	0.687	0.737	0.718
Z.6	0.883	0.851	0.697	0.826	0.794
Z.7	0.646	0.632	0.683	0.641	0.686
Z.8	0.909	0.899	0.776	0.868	0.855
Z.9	0.901	0.815	0.780	0.847	0.893

Source: Processed primary data (2024)

Based on Table 3.2 above, it can be seen that all cross loading values of each targeted indicator have a higher correlation with each variable compared to other variables. It can be concluded that the indicators above are valid as a whole. The following are the results of reliability calculations using Average Variance Extracted (AVE), Cronbach Alpha and Composite Reliability which can be seen in the following table:

Table 3.3
Calculation of AVE, Cronbach Alpha, and Composite Reliability

Validitas dan reliabilitas konstruk - Ringkasan

	Cronbach's alpha	Keandalan komposit (rho_a)	Keandalan komposit (rho_c)	Rata-rata varians diekstraksi (AVE)
Efektivitas Kerja_(Y)	0.923	0.934	0.926	0.678
Kompetensi_(X2)	0.954	0.956	0.954	0.677
Lingkungan Kerja_(X3)	0.911	0.922	0.913	0.638
Motivasi Kerja_(Z)	0.944	0.949	0.945	0.635
Pengalaman _Kerja (X1)	0.942	0.947	0.943	0.735

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Source: Processed primary data (2024)

Based on Table 3.3, it is known that the Cronbach Alpha value of the Work Effectiveness Variable (Y) is 0.923, the Work Experience Variable (X1) is 0.942, the Competence Variable (X2) is 0.954, the Work Environment Variable (X3) is 0.911 and the Work Motivation Variable (Z) is 0.944. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

3.2 Structural Model Evaluation (Inner Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R2), Predictive Relevance (Q2) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:

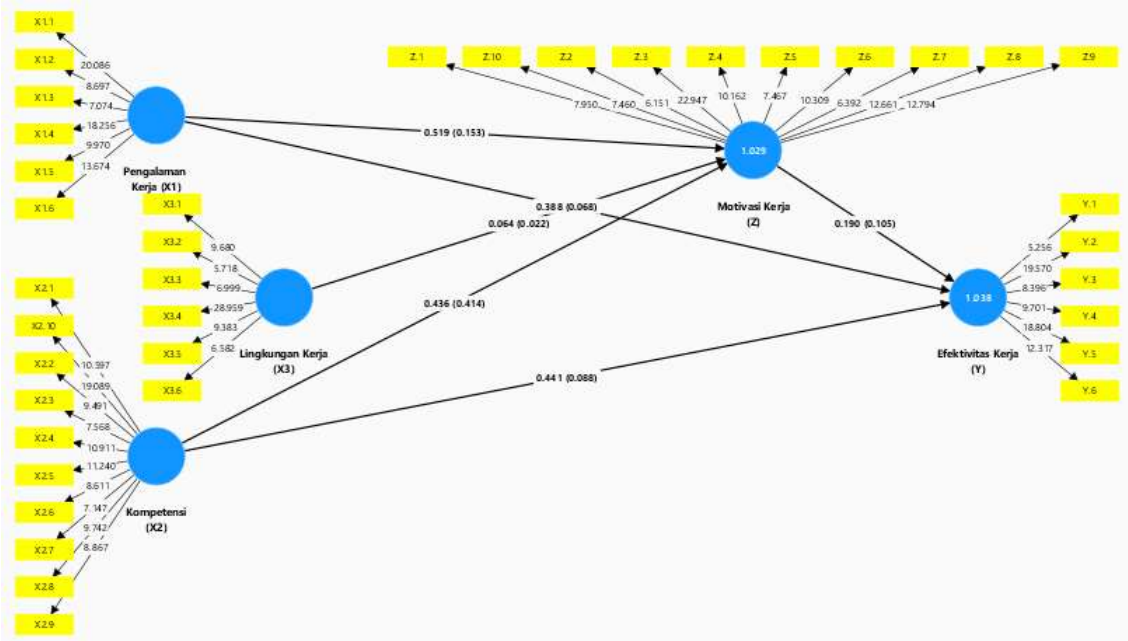

Figure 3.2 Structural Model (Inner Model)

3.3 R-Square Determination Test Results (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The results of the r2 calculation in this study are as follows:

Table 3.4
R-Square Determination Test (R2)

R – square - Summary		
	R – square	Adjusted R-square
Work Effectiveness_Y	0.938	0.842
Work Motivation_Z	0.910	0.803

Source: Processed primary data (2024)

It is known that the r2 value of the Work Effectiveness Variable (Y) is 0.842, which means that the Work Effectiveness Variable (Y) is influenced by the Work Experience Variable (X1), Competency Variable (X2) and Work Environment Variable (X3) variables by 84.2% or in other words, the contribution of the Work Experience Variable (X1), Competency Variable (X2) and

Work Environment Variable (X3) variables is 84.2%, while the remaining 15.8% is the contribution of variables that are not discussed in this study. The r2 result of the Work Motivation variable (Z) is 0.803, which means that the Work Motivation variable (Z) is influenced by the Work Experience Variable (X1), Competency Variable (X2) and Work Environment Variable (X3) by 80.3% or in other words, the contribution of the Work Experience Variable (X1), Competency Variable (X2) and Work Environment Variable (X3) is 80.3%, while the remaining 19.7% is the contribution of variables that are not discussed in this study.

1. Goodness of Fit Model
   The calculation of goodness of fit can be used to determine the magnitude of the contribution given by exogenous variables to endogenous variables. The GoF value in PLS analysis can be calculated using Q-square predictive relevance (Q2). The following are the results of the calculation of the Goodness of Fit Model in this study:

$$Q^2 = 1 – (1 – r12) (1 – r22)$$

$$Q2 = 1 – (1 – 0.842) (1 – 0.803)$$

$$Q2 = 0.9688$$

Based on the calculation above, the Q-square predictive relevance (Q2) value is 0.9688 or 96.88%. This is able to show that the diversity of the Work Effectiveness Variable (Y) can be explained by the model as a whole by 0.9688 or it can also be interpreted that the contribution of the Work Experience Variable (X1), Competence Variable (X2), Work Environment Variable (X3) and Work Motivation Variable (Z) to the Work Effectiveness Variable (Y) as a whole is 96.88%, while the remaining 3.12% is the contribution of variables not discussed in this study.

3.4 Hypothesis Testing

1. Testing Results T-Test (Partial)

Hypothesis testing can be seen from the t-statistic value and probability value. For hypothesis testing, namely by using statistical values, then for alpha 5% the t-statistic value used is 1.96.

Table 3.5
T-Test (Partial)

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P Values*
Work_Experience_(X1)-> Work_Motivation_(Z)	0.519	1.145	3.381	3.153	0.000
Competence_(X2) -> Work_Motivation_(Z)	0.524	0.317	5,806	2,090	0.004
Work_Environment_(X3) -> Work_Motivation_(Z)	0.664	0.415	2,967	3.022	0.000
Work_Motivation_(Z) -> Work_Effectiveness_(Y)	0.190	0.137	1,810	0.105	0.917
Work_Experience_(X1) -> Work_Effectiveness_(Y)	0.486	0.394	9,932	3,049	0.000
Competence_(X2) -> Work_Effectiveness_(Y)	0.112	1,051	8.187	2.001	0.006
Work_Environment_(X3) -> Work_Effectiveness_(Y)	0.159	1.145	3.381	2.153	0.002

Source: Processed primary data (2024)

a. The first hypothesis isWork Experience (X1) has a positive and significant influence on the Work Motivation variable (Z). The Work Experience variable (X1) has a t-

statistic value of 3.153 and a p-value of 0.000. The t-statistic value of Work Experience (X1) is above the t-table value of 1.96 (3.153 > 1.96), with a p-value of 0.000 < 0.05 so that the first hypothesis is accepted. The first hypothesis is that Work Experience (X1) has a positive and significant influence on the Work Motivation variable (Z).

b. The second hypothesis isCompetence (X2) has a positive and significant influence on the Work Motivation variable (Z). The Competence variable (X2) has a t-statistic value of 2.090 and a p-value of 0.004. The t-statistic value of Competence (X2) is above the t-table value of 1.96 (2.090 > 1.96), with a p-value of 0.004 < 0.05 so that the second hypothesis is accepted. The second hypothesis is that Competence (X2) has a positive and significant influence on the Work Motivation variable (Z).

c. The third hypothesis isWork Environment (X3) has a positive and significant influence on the Work Motivation variable (Z). The Work Environment variable (X3) has a t-statistic value of 3.022 and a p-value of 0.000. The t-statistic value of the Work Environment (X3) is above the t-table value of 1.96 (3.022 > 1.96), with a p-value of 0.000 < 0.05 so that the third hypothesis is accepted. The third hypothesis is that the Work Environment (X3) has a positive and significant influence on the Work Motivation variable (Z).

d. The fourth hypothesis isWork Motivation (Z) does not have a significant effect on the Work Effectiveness variable (Y). The Work Motivation variable (Z) has a t-statistic value of 0.105 and a p-value of 0.917. The t-statistic value of Work Motivation (Z) is above the t-table value of 1.96 (0.105 <1.96), with a p-value of 0.917> 0.05 so that the fourth hypothesis is rejected. The fourth hypothesis is that Work Motivation (Z) does not have a significant effect on the Work Effectiveness variable (Y).

e. The fifth hypothesis isWork Experience (X1) has a positive and significant influence on the variable Work Effectiveness (Y). The variable Work Experience (X1) has a t-statistic value of 3.049 and a p-value of 0.000. The t-statistic value of Work Experience (X1) is above the t-table value of 1.96 (3.049 > 1.96), with a p-value of 0.000 < 0.05 so that the fifth hypothesis is accepted. The fifth hypothesis is that Work Experience (X1) has a positive and significant influence on the variable Work Effectiveness (Y).

f. The sixth hypothesis isCompetence (X2) has a positive and significant influence on the variable Work Effectiveness (Y). The Competence variable (X2) has a t-statistic value of 2.001 and a p-value of 0.006. The t-statistic value of Competence (X2) is above the t-table value of 1.96 (2.001> 1.96), with a p-value of 0.006 <0.05 so that the sixth hypothesis is accepted. The sixth hypothesis is that Competence (X2) has a positive and significant influence on the variable.

g. The seventh hypothesis isWork Environment (X3) has a positive and significant influence on the variable of Work Effectiveness (Y). The variable of Work Environment (X3) has a t-statistic value of 2.153 and a p-value of 0.002. The t-statistic value of Work Environment (X3) is above the t-table value of 1.96 (2.153 > 1.96), with a p-value of 0.002 < 0.05 so that the seventh hypothesis is accepted. The seventh hypothesis is that Work Environment (X3) has a positive and significant influence on the variable of Work Effectiveness (Y).

2. Indirect Effect Intervening Test

The indirect influence test is carried out by testing the strength of the indirect influence of the independent variable (variable X) on the dependent variable (variable Y) through the intervening variable (variable Z) with the condition that the t-statistic value is > 1.96.

Table 3.6
Intervening Test

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P Values*
Work_Experience_(X1)-> Work_Motivation_(Z)_ Work_Effectiveness_(Y)	0.198	0.832	6,692	3.011	0.000
Competence_(X2) -> Work_Motivation_(Z)_ Work_Effectiveness_(Y)	0.183	0.178	1,854	2.045	0.002
Work_Environment_(X3) -> Work_Motivation_(Z)_ Work_Effectiveness_(Y)	0.112	1,051	8.187	2.101	0.000

Source: Processed primary data (2024)

a. It can be seen that the t-statistic value of the influence of Work Experience (X1) has a positive effect on Work Effectiveness (Y) which is mediated by Work Motivation (Z) which is greater than the statistical value (1.96), namely with a large influence of 3.011 and a p-value > 0.05 with a spread of 0.000, so it can be concluded that Work Motivation (Z) has a positive and significant effect in mediating Work Experience (X1) on Work Effectiveness (Y).

b. It can be seen that the t-statistic value of the influence of Competence (X2) has a positive effect on Work Effectiveness (Y) mediated by Work Motivation (Z) which is greater than the statistical value (1.96) namely with a large influence of 2.045 and p-value> 0.05 with a spread of 0.002. So it can be concluded that Work Motivation (Z) has a positive and significant effect in mediating Competence (X2) on Work Effectiveness (Y).

c. It can be seen that the t-statistic value of the influence of the Work Environment (X3) has a positive effect on Work Effectiveness (Y) mediated by Work Motivation (Z) which is greater than the statistical value (1.96) namely with a large influence of 3,920 and a p-value> 0.05 with a spread of 0.000. So it can be concluded that Work Motivation (Z) has a positive and significant effect in mediating the Work Environment (X3) on Work Effectiveness (Y).

4. CONCLUSION

Based on the research results explained in the previous chapter, the following research conclusions can be obtained:

1) Work Experience has a significant influence on the Work Motivation variable with a p-value of 0.000 < 0.05.
2) Competence has a significant influence on the Work Motivation variable with a p-value of 0.004 < 0.05.
3) Work Environment has a significant influence on the Work Motivation variable with a p-value of 0.000 < 0.05.
4) Work Motivation does not have a significant influence on the Work Effectiveness variable with a p-value of 0.917 > 0.05.
5) Work Experience has a significant influence on the Work Effectiveness variable with a p-value of 0.000 < 0.05.
6) Competence has a significant influence on the Work Effectiveness variable with a p-value of 0.006 < 0.05.

7) Work Environment has a significant influence on the Work Effectiveness variable with a p-value of 0.002 < 0.05.
8) Work Motivation has a positive and significant influence in mediating Work Experience on Work Effectiveness with a large influence of 3.011 and a p-value > 0.05 with a spread of 0.000.
9) Work Motivation has a positive and significant influence in mediating Competence on Work Effectiveness with a large influence of 2.045 and a p-value > 0.05 with a spread of 0.002.
10) Work Motivation has a positive and significant influence in mediating the Work Environment on Work Effectiveness with a large influence of 3,920 and a p-value > 0.05 with a spread of 0.000.

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