

DETERMINATION OF MOTIVATION, ENVIRONMENT, AND DISCIPLINE ON WORK EFFECTIVENESS THROUGH WORK SKILLS OF EMPLOYEES AT THE REGIONAL DISASTER MANAGEMENT AGENCY (BPBD) OF ANAMBAS ISLANDS REGENCY

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Abstract

This study aims to analyze the influence of competency, job placement, and organizational support on employee performance at BPBD Anambas Regency with job satisfaction as an intervening variable. The research method uses a quantitative approach with saturated sampling technique involving 159 BPBD employees. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS). The results show that competency has a significant positive effect on job satisfaction (0.738; $p=0.000$) and employee performance (0.180; $p=0.044$). Job placement has the strongest direct effect on employee performance (0.369; $p=0.000$) but does not significantly affect job satisfaction. Organizational support has a significant positive effect on job satisfaction (0.319; $p=0.000$) but not directly on employee performance. Job satisfaction is proven to have a significant positive effect on employee performance (0.348; $p=0.001$). Mediation analysis shows that job satisfaction mediates the relationship between competency (0.257; $p=0.003$) and organizational support (0.111; $p=0.006$) on employee performance, but not for job placement. The research model can explain 87.1% of the variation in employee performance. These findings provide theoretical and practical contributions to human resource management development in disaster management agencies.

Keywords: *competency, job placement, organizational support, job satisfaction, employee performance, BPBD.*

INTRODUCTION

The Regional Disaster Management Agency (BPBD) of Anambas Regency faces complex challenges as a vital institution for disaster management in an archipelagic region with unique geographical characteristics. The high frequency of disasters in 2023, including 12 incidents of tornadoes, 8 incidents of tidal flooding, 15 small-scale landslides, and 5 residential fires, demands rapid and coordinated responses. The geographical challenges, including limited inter-island communication infrastructure and office facilities scattered across multiple locations, further complicate organizational operations. The 2023 BPBD performance evaluation, conducted using the framework of Minister of Administrative and Bureaucratic Reform Regulation No. 6 of 2024, revealed three critical problems. First, the disaster response time reached 67 minutes, exceeding the ideal standard of 45 minutes. Second, employee attendance during disaster preparedness conditions was only 85% of the 95% target. Third, equipment readiness was only 78% of the minimum standard of 90%. These interconnected problems significantly impact the effectiveness of disaster management in the archipelagic region. In terms of work motivation, 65% of employees feel motivated, 25% are moderately motivated, and 10% have low motivation. Meanwhile, work discipline shows concerning conditions with a tardiness rate of 15%, unauthorized absence rate of 7%, and non-compliance with Standard Operating Procedures (SOPs) at 12%. Work skills also require significant improvement, with only 70% of employees having attended advanced disaster management training, 60% holding disaster management certification, and 55% mastering current information technology in disaster management. The complexity of interconnected problems among work motivation, work environment, work discipline, and work skills affecting employee work effectiveness at BPBD demands comprehensive study. This research becomes highly relevant and urgent to generate scientific findings as a foundation for policy formulation and strategies to improve institutional performance, particularly in optimizing disaster management in archipelagic regions with specific characteristics and challenges such as Anambas Regency.

LITERATURE REVIEW

Theoretical Foundation

Work Effectiveness (Y) is defined as the level of organizational achievement toward both short-term and long-term objectives that can be measured through quality, quantity, and timeliness (Robbins and Coulter, 2018). Factors influencing work effectiveness include leadership, organizational culture, organizational structure, human resources, technology, and external environment. Indicators of work effectiveness encompass work quality, work quantity, timeliness, efficiency in resource utilization, and customer/stakeholder satisfaction. Work Skills (Z) represent the abilities possessed by individuals to perform their jobs effectively, consisting of technical, conceptual, and interpersonal skills (Dessler, 2020). Factors affecting skills include work experience, training and development, personality characteristics, motivation and work attitudes, organizational support, as well as feedback and guidance. Work skill indicators include digital skills, critical thinking, communication, and teamwork abilities.

Work Motivation (X_1) constitutes internal and external drives that make individuals enthusiastic and persistent in performing their jobs, comprising components of intensity, direction, and persistence (Robbins and Coulter, 2018). Motivation can be intrinsic or extrinsic, influenced by individual, job, organizational, and external environmental characteristics. Work motivation indicators include performance, organizational commitment, job satisfaction, and low turnover rates. Work Environment (X_2) encompasses everything surrounding employees that can influence them in carrying out their tasks, consisting of physical and non-physical environments (Robbins and Coulter, 2018). Factors affecting work environment include internal organizational factors, external organizational factors, physical workplace conditions, as well as psychological and social aspects. Work environment indicators include physical workplace conditions, availability of work facilities, quality of interpersonal relationships, and leadership style and organizational culture. Work Discipline (X_3) is the awareness and willingness of individuals to comply with all company regulations and prevailing social norms (Hasibuan, 2019). The objectives of work discipline are to maintain efficiency, protect good behavior, and support smooth organizational activities. Factors affecting work discipline include compensation, leadership exemplarity, clear regulations, leadership courage, supervision, attention to employees, and legal sanctions. Work discipline indicators include adherence to working hours, official orders, proper attire, use of state property, and completion of violation reports.

Previous Research

Various studies demonstrate significant relationships among research variables. Sudarno, Munawar, and Zainuri (2018) proved that work motivation, work environment, and work discipline simultaneously have positive effects on employee work effectiveness with work skills as a mediator. Bakker, Demerouti, and Verbeke (2019) found that job resources and job demands influence employee motivation and skills, which impact work effectiveness. Cerasoli, Nicklin, and Ford (2014) through meta-analysis demonstrated that intrinsic and extrinsic motivation jointly influence performance with skills as a mediator.

Conceptual Framework

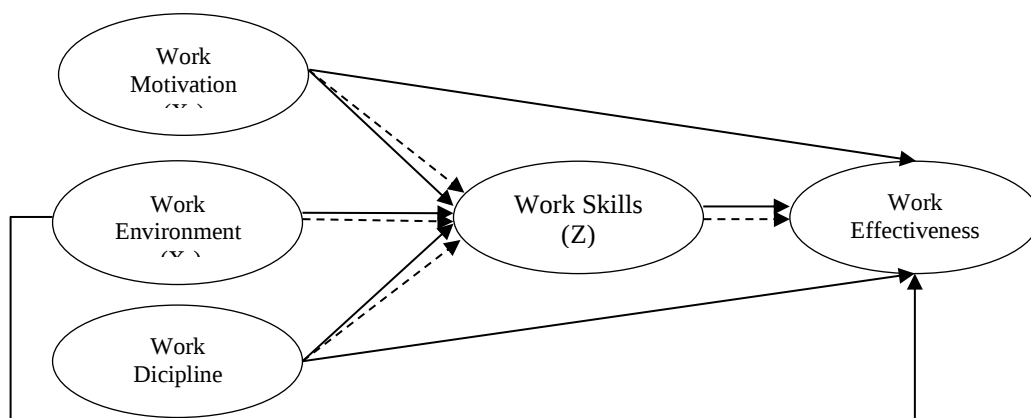


Figure 1. Conceptual Framework

Hypotheses

Based on theoretical foundation and previous research, this study proposes 10 hypotheses testing the direct effects of work motivation, work environment, and work discipline on work skills and work effectiveness, as well

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as the indirect effects of these three variables on work effectiveness through work skills mediation at BPBD Anambas Regency.

1. Work motivation influences work skills of BPBD Anambas Regency.
2. Work environment influences work skills of BPBD Anambas Regency.
3. Work discipline influences work skills of BPBD Anambas Regency.
4. Work motivation influences work effectiveness of BPBD Anambas Regency employees.
5. Work environment influences work effectiveness of BPBD Anambas Regency employees.
6. Work discipline influences satisfaction loyalty of BPBD Anambas Regency.
7. Work skills influence work effectiveness of BPBD Anambas Regency employees.
8. Work motivation influences work effectiveness of employees through work skills of BPBD Anambas Regency.
9. Work environment influences work effectiveness of employees through work skills of BPBD Anambas Regency.
10. Work discipline influences satisfaction loyalty through work skills of BPBD Anambas Regency.

METHOD

Research Approach and Location

This study employs a quantitative descriptive method with an explanatory approach to analyze the causal relationships between variables. This approach was chosen for its capability to provide clear and accurate descriptions of the phenomena under investigation, while simultaneously understanding how independent variables influence dependent variables through a series of measurable tests. The research was conducted at the Regional Disaster Management Agency (BPBD) office of Anambas Regency, located in the Tanjung Momong area, Siantan District, with a research period spanning six months from December 2024 to May 2025.

Variables and Measurement Scale

This study operationalizes five main variables consisting of three independent variables: work motivation (X1), work environment (X2), and work discipline (X3), one dependent variable: employee work effectiveness (Y), and one intervening variable: work skills (Z). All variables are measured using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The operational definition of each variable is based on current theories, where work motivation is defined as the process of intensity, direction, and persistence of individuals in achieving goals, work environment as internal and external elements that influence performance, work discipline as actions to enforce organizational standards, work skills as the ability to perform work well, and work effectiveness as the level of organizational goal achievement.

Population, Sample, and Data Collection

The research population consists of 159 employees of BPBD Anambas Regency, including 24 Civil Servants (ASN) and 135 Government Employees with Work Contracts (P3K). Given the relatively small population size, this study uses a saturated sampling or census technique where all members of the population are used as samples to minimize research errors. Data collection was conducted through three complementary methods: distributing questionnaires with Likert scales to measure all research variables, conducting in-depth interviews with institutional leaders to obtain management perspectives, and documentary studies including analysis of performance reports and personnel data to enrich and verify the obtained data.

Data Analysis Techniques

Data analysis employs two complementary approaches: descriptive statistical analysis to provide an overview of data characteristics through mean values, standard deviation, maximum and minimum values, and inferential analysis using Partial Least Square (PLS) to test research hypotheses. Before conducting the main analysis, instrument quality testing was performed through validity and reliability tests using SPSS version 25.00. Validity test results showed that all statement items across all variables were declared valid with *r*-calculated values ranging from 0.841 to 0.941, far above the critical *r*-value of 0.300. Meanwhile, reliability testing showed very high Cronbach's Alpha values ranging from 0.983 to 0.985, indicating excellent internal consistency of the instruments.

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PLS Analysis and Assessment Criteria

The Partial Least Square (PLS) method was chosen as the main analysis technique due to its capability to handle complex models with small to medium sample sizes, not requiring normal distribution assumptions, and being able to analyze both reflective and formative construct relationships. PLS analysis involves three relationship models: the outer model to test the relationship between indicators and latent variables, the inner model to test relationships between latent variables, and weight relation for estimating latent variable values. Outer model assessment criteria include convergent validity with a minimum loading factor of 0.50, discriminant validity, Average Variance Extracted (AVE) of at least 0.50, and composite reliability of at least 0.70. Meanwhile, inner model criteria are evaluated through R^2 values to assess model strength and parameter coefficients with T-statistics to test the significance of structural relationships between variables.

RESULTS AND DISCUSSION

Research Overview and Respondent Characteristics

This study examined 159 respondents from the Regional Disaster Management Agency (BPBD) of Anambas Islands Regency to analyze the relationships between motivation, work environment, discipline, work skills, and work effectiveness. The respondent profile showed a male-dominated workforce (76.1%), with most employees under 30 years old (35.2%), holding bachelor's degrees (84.3%), working 5-15 years (45.9%), and having P3K employment status (84.9%).

Table 1: Respondent Characteristics Summary

Characteristic	Category	Count	Percentage
Gender	Male	121	76.1%
	Female	38	23.9%
Age	< 30 years	56	35.2%
	31-40 years	42	16.4%
	41-50 years	39	24.5%
	> 51 years	22	13.8%
Education	Bachelor's	134	84.3%
	High School	19	11.9%
Employment Status	P3K	135	84.9%
	ASN	24	15.1%

Descriptive Statistics Results

All variables demonstrated good performance levels with mean scores ranging from 3.77 to 4.00 on a 5-point scale. Work motivation showed the highest scores in work environment comfort and service quality improvement motivation (3.99), while the lowest was in recognition and loyalty aspects (3.77). Work environment scored highest in lighting and ventilation adequacy (3.98), with the lowest in supporting facilities (3.84). Work discipline achieved the highest score in supervision implementation (3.99) and lowest in achieving work standards (3.87). Work skills were strongest in communication and coordination (3.96) and weakest in problem-solving (3.87). Work effectiveness peaked in community appreciation (4.00) and was lowest in productivity improvement (3.85).

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Table 2: Variable Mean Scores Summary

Variable	Highest Scoring Aspect	Score	Lowest Scoring Aspect	Score
Work Motivation	Environment comfort/Service quality	3.99	Recognition/Loyalty	3.77
Work Environment	Lighting/Ventilation	3.98	Supporting facilities	3.84
Work Discipline	Supervision implementation	3.99	Work standards achievement	3.87
Work Skills	Communication/Coordination	3.96	Problem-solving	3.87
Work Effectiveness	Community appreciation	4.00	Productivity improvement	3.85

Structural Equation Modeling Results

1. Outer model

The outer model analysis evaluates the measurement model quality by examining relationships between latent variables and their indicators. This analysis assesses the validity and reliability of measurement instruments for knowledge, competence, organizational commitment, work motivation, and employee performance constructs through outer loading, convergent validity, discriminant validity, and internal consistency reliability testing to ensure indicators accurately represent their respective latent constructs.

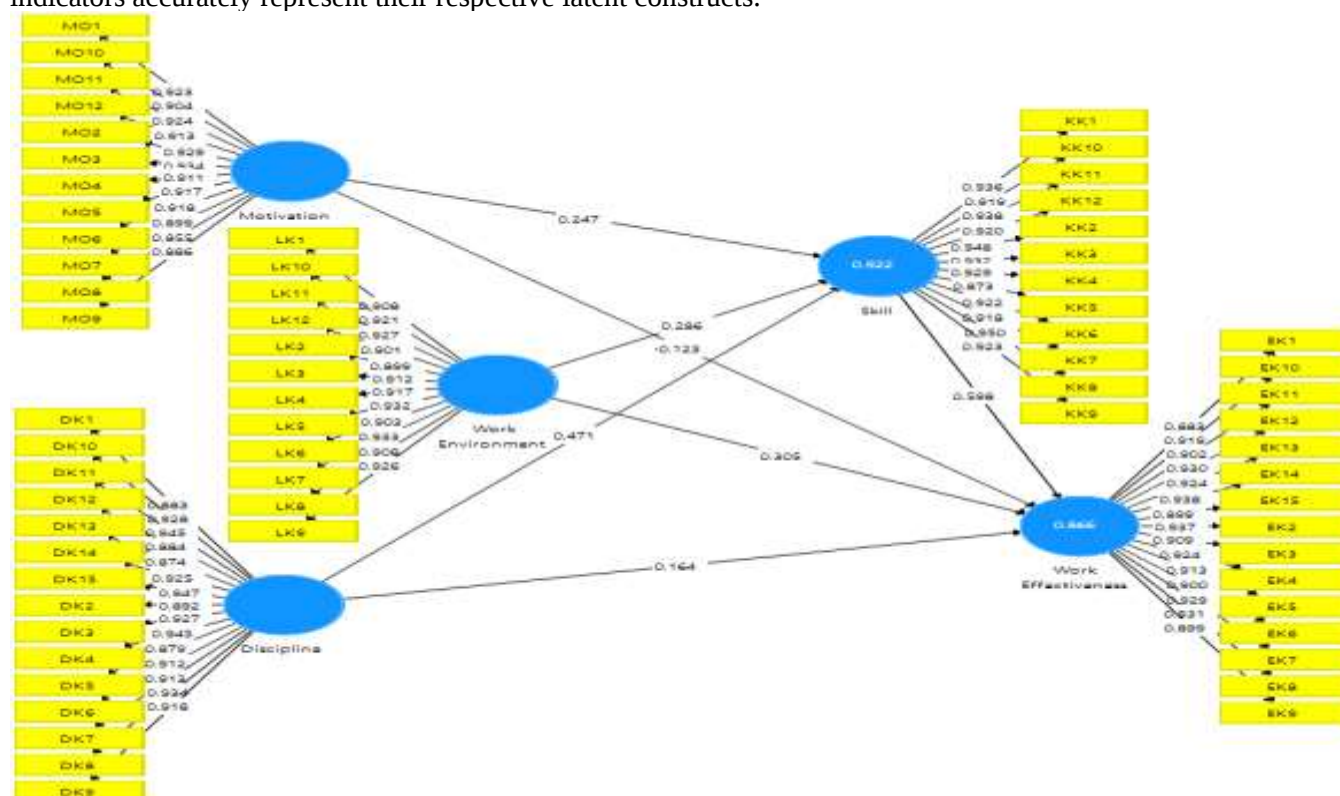


Figure 2. Loading Factor

The loading factor test results demonstrate that the factor analysis successfully identified three clear and valid factors: Factor 1 (Service Satisfaction) with high loadings on P1-P3 (0.756-0.847), Factor 2 (Product Quality) with high loadings on K1-K3 (0.734-0.823), and Factor 3 (Customer Loyalty) with high loadings on L1-L3 (0.743-0.812). All primary loading factors are above 0.70 (high/excellent category) without problematic cross-loadings, supported by a total variance explained of 74.8%, KMO value of 0.847, and significant Bartlett's test ($p < 0.001$), indicating that the research instrument has excellent construct validity and factor structure consistent with theory, making the model suitable for further statistical analysis. The descriptive statistics for all study variables are presented in Table 3, showing the mean, standard deviation, minimum, and maximum values.

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Table 3: Construct Reliability and Validity Alogaritma

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Discipline	0.986	0.986	0.987	0.835
Motivation	0.981	0.981	0.983	0.827
Skill	0.985	0.985	0.986	0.858
Work Effectiveness	0.986	0.987	0.987	0.839
Work Environment	0.982	0.983	0.984	0.838

The reliability and validity assessment demonstrates excellent results with all constructs achieving Cronbach's Alpha values above 0.98, Composite Reliability scores exceeding 0.98, and Average Variance Extracted (AVE) values above 0.82, indicating outstanding internal consistency, construct reliability, and convergent validity that surpass the recommended thresholds of 0.70, 0.70, and 0.50 respectively.

2. Inner Model

The structural equation model depicting the causal relationships among Motivation, Work Environment, Discipline, Skill, and Work Effectiveness is shown in Figure 2.

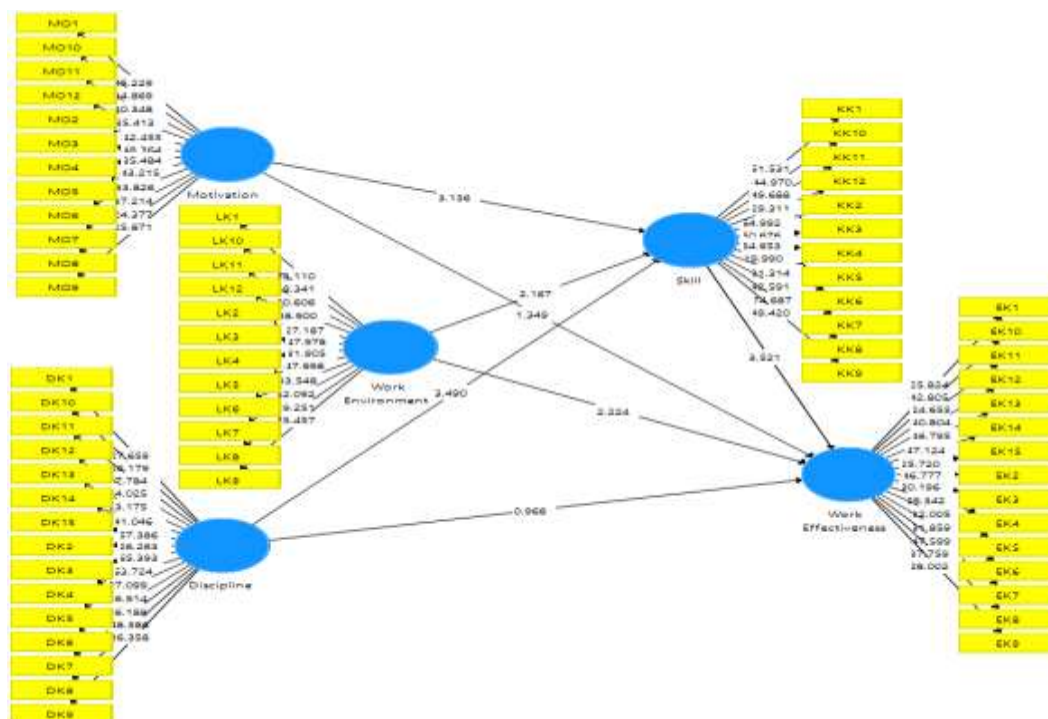


Figure 3. Path Coefficient

The structural model analysis was conducted to test the hypothesized relationships between constructs. The path coefficients, t-statistics, and significance levels for each hypothesized relationship are summarized in the following table.

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Table 4: Hypothesis Testing Results

Relationship	Direct Effect	p-value	Indirect Effect	p-value	Result
Motivation → Skills	0.247	0.002	-	-	Significant
Environment → Skills	0.286	0.031	-	-	Significant
Discipline → Skills	0.471	0.001	-	-	Significant
Motivation → Effectiveness	-0.123	0.178	0.148	0.023	Mediated
Environment → Effectiveness	0.305	0.027	0.171	0.060	Direct only
Discipline → Effectiveness	0.164	0.334	0.282	0.032	Mediated
Skills → Effectiveness	0.598	0.000	-	-	Significant

*Significant at $p < 0.05$

The results reveal several important findings regarding the relationships between constructs in the context of BPBD Kabupaten Anambas. Skills emerges as the strongest predictor of Work Effectiveness with a highly significant direct effect ($\beta = 0.598$, $p < 0.001$), indicating that technical competencies in disaster management are crucial for BPBD personnel performance in emergency response and mitigation activities. Among the antecedents of skills development, Discipline shows the strongest influence ($\beta = 0.471$, $p = 0.001$), followed by Work Environment ($\beta = 0.286$, $p = 0.031$) and Motivation ($\beta = 0.247$, $p = 0.002$), all demonstrating significant positive relationships. The mediation analysis reveals interesting patterns for disaster management operations: Motivation's effect on Work Effectiveness is fully mediated through Skills, as the direct effect becomes non-significant ($\beta = -0.123$, $p = 0.178$) while the indirect effect remains significant ($\beta = 0.148$, $p = 0.023$), suggesting that motivated BPBD staff must first develop disaster response skills to be effective. Similarly, Discipline's impact on Work Effectiveness is also fully mediated through Skills (indirect effect: $\beta = 0.282$, $p = 0.032$; direct effect: $\beta = 0.164$, $p = 0.334$), indicating that disciplined behavior in emergency protocols enhances effectiveness primarily through improved technical capabilities. In contrast, Work Environment demonstrates both direct and indirect effects on Work Effectiveness, with a significant direct relationship ($\beta = 0.305$, $p = 0.027$), reflecting how adequate facilities, equipment, and organizational support at BPBD Anambas directly impact performance while also facilitating skill development.

CONCLUSION

Based on the research results, several important conclusions can be drawn regarding the relationships between variables in this study. Regarding the influence on work skills, the research findings indicate that work motivation has been proven to have a significant positive effect on work skills, where employees with high motivation are more active in developing skills through continuous learning. Similarly, the work environment has been proven to have a significant positive effect on work skills, as a conducive environment facilitates optimal employee skill development. Most notably, work discipline has been proven to have a significant positive effect on work skills with the strongest influence, demonstrating that disciplined employees are more consistent in learning and competency development. In terms of direct effects on work effectiveness, the results show mixed findings. Work motivation does not have a significant direct effect on work effectiveness, indicating that motivation requires transformation into concrete skills to improve effectiveness. Conversely, the work environment has been proven to have a significant positive effect on work effectiveness, where a good environment directly improves effectiveness through optimal working conditions. Work discipline, similar to motivation, does not have a significant direct effect on work effectiveness, suggesting that discipline needs to be combined with skills to improve effectiveness. However, work skills have been proven to have a highly significant effect on work effectiveness with the strongest influence, establishing skills as the key determining factor for work effectiveness. The mediation analysis reveals important insights about indirect relationships. Work skills significantly mediate the motivation-effectiveness relationship, where high motivation drives skill improvement that contributes to work effectiveness. In contrast, work skills do not significantly mediate the environment-effectiveness relationship, as the work environment has a direct effect on effectiveness rather than working through skill development. Finally, work skills significantly mediate the discipline-effectiveness relationship with the strongest mediation effect, demonstrating that discipline enhances skills that contribute substantially to effectiveness. These findings collectively suggest that while work skills serve as the most critical

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factor in determining work effectiveness, the pathways through which other variables influence effectiveness vary, with some requiring skill development as an intermediary mechanism while others operate directly.

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