

The Effect of Work Motivation, Work Competency through Job Satisfaction on Work Effectiveness of Employees at PT. PLN UID Kaltimra

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Abstract. *Work effectiveness is "the extent to which an organization achieves various (short-term) and (long-term) goals that have been set, where the determination of these goals and objectives reflects strategic constituents, the subjective interests of the assessor, and the growth stage of the organization. Work effectiveness can be measured through target achievement, productivity, quality of work results, and positive contributions to the organization stated that when employees are effective, employees will always complete work on time, there is efficiency in completing tasks so that the quality of employee work is created. Furthermore, Mahmudi (2020), explains that effectiveness is related to the relationship between expected results and actual results achieved. Effectiveness indicates success in terms of achieving predetermined targets. If the results of activities are closer to the target, it means higher effectiveness. PLN is the sole provider of electricity services in Indonesia to the general public. PT PLN (Persero), as a state-owned company (BUMN) operating in the electricity sector, operates across the archipelago, reaching even remote areas. Increasing employee effectiveness is a complex challenge. PT PLN UID East Kalimantan and North Kalimantan Balikpapan are no exception. The top priority of PT. PLN UID East Kalimantan and North Kalimantan is how to provide good service (service excellence) to customers or consumers with the hope of avoiding complaints because the service needs have been met well, so they feel satisfied. In this case, the role of human resources, especially those directly related to service, is very important. When customers feel satisfied because they have been served well, then indirectly human resources work more effectively. However, the phenomenon found by researchers at PT PLN UID Distribution East Kalimantan and North Kalimantan, where customer disruptions and complaints are still frequent.*

Keywords: Competency; Effectiveness; Motivation; Work.

1. Introduction

Human resources are central to any organization or company. They support the institution with their energy, talent, and creative ideas. No matter how comprehensive the financial and technological resources, without qualified human resources, the organization will struggle to achieve its goals (Bali, 2022; Oktasari, 2018). Every company always expects employees who can help achieve its goals. A company certainly needs highly dedicated employees who work effectively and efficiently because having competent employees will positively impact the company in a competitive and dynamic environment.

Work effectiveness is "the extent to which an organization achieves various (short-term) and (long-term) goals that have been set, where the determination of these goals and objectives reflects strategic constituents, the subjective interests of the assessor, and the growth stage of the organization (Dita et al., 2022; Larasati & Gilang, 2014). Work effectiveness can be measured through target achievement, productivity, quality of work results, and positive contributions to the organization (Lakoy, 2020). Ahmadi et al (2020) stated that when employees are effective, employees will always complete work on time, there is efficiency in completing tasks so that the quality of employee work is created. Furthermore, Mahmudi (2020), explains that effectiveness is related to the relationship between expected results and actual results achieved. Effectiveness indicates success in terms of achieving predetermined targets. If the results of activities are closer to the target, it means higher effectiveness.

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The top priority of PT. PLN UID East Kalimantan and North Kalimantan is how to provide good service (service excellence) to customers or consumers with the hope of avoiding complaints because the service needs have been met well, so they feel satisfied. In this case, the role of human resources, especially those directly related to service, is very important. When customers feel satisfied because they have been served well, then indirectly human resources work more effectively. However, the phenomenon found by researchers at PT PLN UID Distribution East Kalimantan and North Kalimantan, where customer disruptions and complaints are still frequent.

2. Research Methods

The type of research used in this study is explanatory research with quantitative methods. According to Sugiyono (2019), explanatory research is a type of research that aims to

explain the position of the variables studied and the influence between one variable and another. While this quantitative method is used to study predetermined populations and samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. Based on this theory, this type of explanatory research is used to examine the effect of Work Motivation, Work Competence Through Job Satisfaction on Work Effectiveness of Employees at PT. PLN UID Kaltimra.

3. Results and Discussion

3.1. Structural Model Testing (Inner Model)

Structural model testing (inner model) was conducted to determine the direction of influence and significance of the relationship between previously hypothesized variables. The following is a visualization of the structural model generated through data processing.

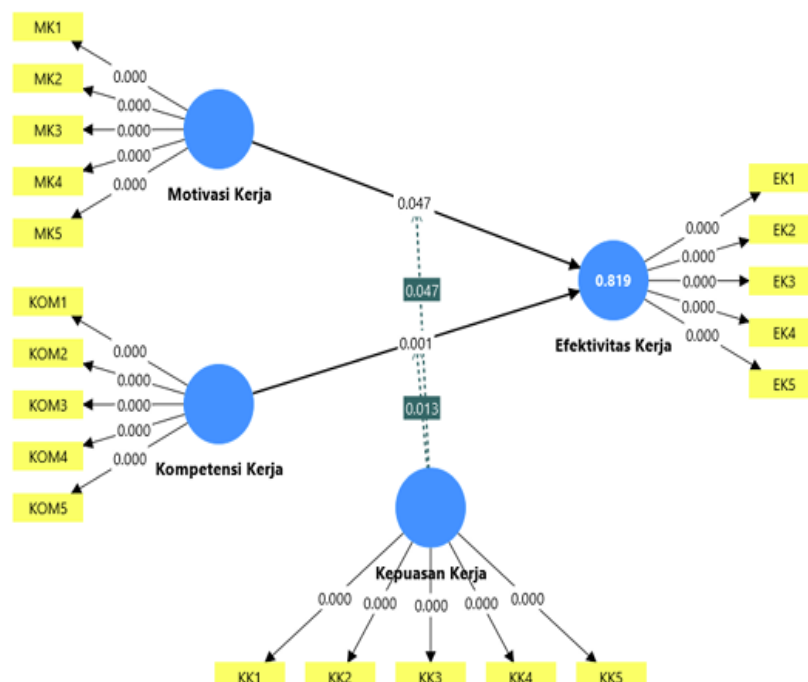


Figure Structural Model (Inner Model)

This test is conducted to see the causal relationship between latent variables, both exogenous and endogenous variables, as formulated in the research hypothesis by looking at the path coefficient value and the coefficient of determination (R^2), effect size (F^2) and goodness of fit.

a. Hypothesis Test (Path Coefficient)

Hypothesis testing in PLS-SEM aims to determine the significance of the influence between variables by examining the Path Coefficients, T-Statistics, and P-Values from bootstrapping results. A one-way hypothesis is accepted if the T-Statistics value is > 1.65 and the P-Values are < 0.05 .

Table Path Coefficient, T-Statistics, and P-Values

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
Work Motivation -> Work Effectiveness	0.278	0.272	0.093	1,677	0.047
Work Competence -> Work Effectiveness	0.305	0.292	0.099	3,097	0.001
Job Satisfaction -> Work Effectiveness	0.426	0.434	0.105	4,045	0.000
Job Satisfaction x Work Motivation -> Work Effectiveness	0.203	0.172	0.121	1,849	0.047
Job Satisfaction x Job Competence -> Job Effectiveness	0.300	0.283	0.136	2,212	0.013

Based on Table, the results of testing the hypothesis show that:

- Work motivation has a significant positive effect on work effectiveness (p-value $0.047 < 0.05$; T-statistic $1.677 > 1.65$; coefficient 0.278). This means that the higher the work motivation of employees, the more their work effectiveness will increase.
- Work competency has a significant positive effect on work effectiveness (p-value $0.001 < 0.05$; T-statistic $3.097 > 1.65$; coefficient 0.305). This means that increasing employee competence can directly increase work effectiveness.
- Job satisfaction has a significant positive effect on work effectiveness (p-value $0.000 < 0.05$; T-statistic $4.045 > 1.65$; coefficient 0.426). This means that increasing employee satisfaction has a direct impact on achieving performance effectiveness. In addition, job

satisfaction can strengthen the influence of work motivation on work effectiveness (p-value $0.047 < 0.05$; T-statistic $1.849 > 1.65$; coefficient 0.203). This means that the higher the job satisfaction felt by employees, the stronger the drive for work motivation in realizing work effectiveness.

- d. Job satisfaction can strengthen the influence of work competence on work effectiveness (p-value $0.047 < 0.05$; T-statistic $1.849 > 1.65$; coefficient 0.203). This means that the level of satisfaction felt by employees will make the competencies they possess have a much greater impact on achieving work effectiveness.

b. Coefficient of Determination (R^2)

To measure the model's ability to explain variation in the dependent variable, the Coefficient of Determination (R^2) analysis is used. This value indicates how much of the variation in the dependent variable can be explained by the regression model. The following are the results of the Coefficient of Determination (R^2) test.

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	Work Effectiveness	0.819	0.809

Based on the analysis results, the R^2 value for the work effectiveness construct was 0.809. This means that 80.9% of the variation in work effectiveness can be explained by the variables of work motivation, work competence, and job satisfaction. The remaining 19.1% is explained by other variables outside the research model.

c. Effect Size (F^2)

The F^2 value is used to evaluate the substantive impact of each exogenous variable on the endogenous variable. The influence categories of the F^2 value are classified into three, namely small influence ($f^2 \geq 0.02$), medium influence ($f^2 \geq 0.15$), and large influence ($f^2 \geq 0.35$).

Table Effect Size (F^2)

Variable Relationship	f Squares	Substantive influence
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Job Satisfaction -> Work Effectiveness	0.197	Enough
Work Competence -> Work Effectiveness	0.139	Small
Work Motivation -> Work Effectiveness	0.023	

The results of the effect size test in Table show that motivation (0.023) and work competence (0.139) have a relatively small substantive influence on work effectiveness. Meanwhile, job satisfaction has a relatively large substantive influence on work effectiveness (0.197).

d. Goodness of Fit

The Goodness of Fit test is used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). The following are the results of the research model fit evaluation processed using the SmartPLS program.

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.074	Fit
2	d_ULS	> 0.05	1,148	Fit
3	d_G	> 0.05	0.639	Fit
4	Chi-Square	>X2table (df = 96; X2table = 74.40054)	308,127	Fit
5	NFI	Approaching 1	0.806	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

3.2. The Influence of Work Motivation on Employee Work Effectiveness at PT. PLN UID East and North Kalimantan.

Research findings show that work motivation has a significant positive effect on work effectiveness. Employees at PT. PLN UID East and North Kalimantan. This means the higher work motivation owned by employees, the more. Their work effectiveness will increase. Conversely, when work motivation is low, employees' work methods will become less effective. This finding substantively means that if a company wants its employees to be able to work effectively and efficiently, it needs to find ways to foster work motivation, both internally and externally. This will enable employees to achieve work targets with effective work methods for employees at PT. PLN UID East and North Kalimantan.

Work motivation is crucial because it encourages employees to be more productive, dedicated, and loyal. Motivated employees deliver quality work, adapt more quickly to change, and help the organization or company achieve its primary goals more effectively. Strong motivation makes employees more focused, disciplined, and efficient, resulting in significantly higher output. **Employees who feel supported and appreciated tend to feel more at home, thereby reducing turnover in the company.**

Work motivation can increase employee enthusiasm, responsibility, and work quality, ultimately optimizing the achievement of organizational goals (Hasanah & Sa'diah, 2022). Motivation fosters a strong sense of responsibility, making employees more serious in completing tasks according to targets (Wau, 2022). Research (Yuliani & Hastasari, 2025) shows that high motivation encourages employees to work harder and more productively, reduces passive behavior, and measurably improves work results. Research (Irawan et al., 2024) confirms that the higher the motivation, the higher the effectiveness of achieving these goals.

According to Veithzal Rivai in the Journal of Economics, Management, and Business Research, motivation is a condition that influences the arousal, direction, and maintenance of behavior related to the work environment (Maniko Tama, 2022). Work motivation is a driving force for every employee to work and carry out their duties. When employees are motivated, they feel joy and enthusiasm in a job that leads to significant development and growth of an organization (Hildayanti & Wulandari, 2023). To improve the effectiveness of employee performance, many factors influence it, one of which is work motivation. Based on the explanations of several previous researchers, it can be concluded that there is a pattern of relationship between work motivation and employee performance. It can be seen that performance is important for companies to improve employee performance, which can be done by providing motivation to employees to create performance improvements that will impact the company's success. Employees who have high work motivation will affect their performance. If employee work motivation is high, employee performance will also be high (Falah & Ayuningtias, 2020).

3.3. The Influence of Work Competence on Employee Work Effectiveness at PT. PLN UID East and North Kalimantan.

Research findings show that work competence has a significant positive effect on work effectiveness. Employees at PT. PLN UID East and North Kalimantan. This means that improving employee competency can directly increase work effectiveness. Conversely, when an employee lacks competency in their field of work, this will certainly interfere with the work techniques they lack mastery of, resulting in decreased performance, effectiveness, and efficiency. The findings of this study substantially mean that a large company, if it wants an effective employee work method, must balance it with continuous work competency training so that employees become professional and capable of carrying out their duties.

Competence ensures work is carried out according to standards, reduces errors, and improves output quality. Competent employees are more adaptable to dynamic work environments, new technologies, or procedural changes, which are key to maintaining work effectiveness (Pireni & Mirnayanti, 2025). A study (Goi, Yantu & Monoarfa, 2022) confirmed that job competence ensures employees have the appropriate capabilities for their jobs. This minimizes errors and wasted time, so tasks are completed more quickly and efficiently. Research (Aniswara, Latifah & Muhtazib, 2025) states that competence (knowledge, skills, and behavior) is directly proportional to the quality of the products or services produced, skilled employees produce better work.

The more qualified an employee is, the more efficient they are. Performing work in a specific field requires adequate expertise. The results of this study support the findings of studies (Djafar & Zulqadri, 2020) and (Goi et al., 2022), which found that competence has a positive and significant effect on employee work effectiveness. Qualifications play a crucial role because they typically encompass a person's basic abilities in performing a job. Without qualifications, it is difficult for someone to perform the job to the required standards. Therefore, the effectiveness of an employee's work depends on whether they are supported by highly qualified employees.

Work efficiency is the measure and ability to carry out functions, tasks, programs, or tasks of an organization or company in accordance with predetermined goals (quantity, quality, and time) (Pagaya et al., 2021). Work efficiency is the relationship between output and goals. The greater the input (contribution) output to achieve goals, the more effective the organization, program, or activity (Fitriani et al., 2020). When work efficiency in a company can run well, this certainly requires a strong instrument both in the leadership sector and in the personnel sector, which in the context of this research is from a competency perspective. Good competency will have a positive impact in various areas, one of which is increased productivity, the way employees work will also be more effective and efficient. Conversely, if an employee lacks competence in their field, it will certainly have an impact

because people who do not have competence will make it more difficult to carry out work operations.

3.4. The Role of Job Satisfaction in Moderating the Influence of Work Motivation on Employee Work Effectiveness at PT. PLN UID East and North Kalimantan.

The research findings show that job satisfaction can strengthen the influence of work motivation on the work effectiveness of employees at PT. PLN UID East and North Kalimantan. This means that the higher the job satisfaction felt by employees, the stronger the drive for work motivation in realizing work effectiveness. The findings of this study indicate that job satisfaction plays a role in moderating in strengthening the relationship between work motivation and work effectiveness. Implementation in the field that when a large company is able to connect work motivation as an instrument that can encourage work effectiveness, this will certainly be more optimal if accompanied by job satisfaction. An employee who feels satisfied working at a company will then generate good motivation within himself which then ultimately has an impact on work, one of which is effectiveness.

Satisfaction acts as a psychological condition that determines how effectively the motivational energy is converted into concrete actions (Tjiali, Dotulong & Uhing, 2025). High motivation does not always result in effective performance if employees feel dissatisfied (e.g., feeling unfair, poor work environment) (Saragih, Sari & Putri, 2025). Research (Balajaya, Sanjaya & Adnyana, 2025) confirms that job satisfaction can strengthen the positive relationship between motivation and performance, where highly motivated and satisfied employees will work more productively, creatively, and innovatively than those who are motivated but dissatisfied. Research (Ramadhan & Marsono, 2025) that job satisfaction strengthens the influence of work motivation on performance because the feeling of being appreciated increases work enthusiasm.

The findings of this study can be concluded that job satisfaction is a crucial part of a company. When companies want their employees to work effectively and efficiently, they must cultivate motivation. However, this positive influence relationship must also be driven by job satisfaction. Job satisfaction, from a psychological perspective, will be present in an employee when they feel protected and provided with their needs according to their work, not while working at a particular company.

Employee satisfaction is crucial because it forms the foundation of a company's productivity, retention, and service quality. Satisfied employees tend to be more motivated, produce optimal performance, and are more loyal to the company, thus reducing turnover rates. Employees who are happy and satisfied with their work environment tend to work more efficiently and effectively. Companies save on recruitment and training costs because employees feel at home and are reluctant to leave for competitors.

3.5. The Role of Job Satisfaction in Moderating the Influence of Job Competence on Employee Work Effectiveness at PT. PLN UID East and North Kalimantan.

Research findings show that job satisfaction can strengthen the influence of job competency on work effectiveness. This means that the level of satisfaction felt by employees will make their competency significantly more impactful in achieving employee work effectiveness. PT. PLN UID East and North Kalimantan.

The findings of this study can be concluded that a company, when aware that competence can have a significant effect on work effectiveness, will be more optimal when job satisfaction synergizes in motivating its employees. This means that job satisfaction can moderate in order to strengthen the relationship between work competence and work effectiveness. The findings of this study indicate that a large company must be able to improve employee competence and job satisfaction simultaneously in order to achieve employee work effectiveness in PT. PLN UID East and North Kalimantan.

Competence (knowledge, skills, attitudes) is a potential capacity. However, competent employees will not produce high work effectiveness if they are dissatisfied (Aniswara, Latifah & Muhtazib, 2025). Research (Ramadhan & Marsono, 2025) found that job satisfaction acts as a moderator that strengthens the relationship between work competence and work effectiveness. Research (Zulfikar, Echdar & Munir, 2025) confirms that if job satisfaction is high, the influence of competence on work effectiveness will increase significantly.

The conclusion of the findings of this study is that job satisfaction is able to be a moderating variable in the perspective of strengthening the relationship between work competence and work effectiveness. This means that a large company must be able to encourage all its employees to have competence according to the field of work they are engaged in, accompanied by job satisfaction created by the company, whether it is job satisfaction created through an atmosphere of compensation, good relationships between employees, or facilities and an environment that adapts to needs.

4. Conclusion

Based on the discussion in the title of the influence of work motivation, work competence through job satisfaction on work effectiveness of employees at PT. PLN UID Kaltimra, the following conclusions can be drawn:

1. Research findings show that work motivation has a significant positive effect on work effectiveness. Employees at PT. PLN UID East and North Kalimantan. This means the higher work motivation owned by employees, the more their work effectiveness will increase.

2. Research findings show that work competence has a positive influence significant impact on work effectiveness Employees at PT. PLN UID East and North Kalimantan This means that increasing employee competency can directly increase work effectiveness.
3. Research findings indicate that job satisfaction can strengthen the influence of work motivation on employee effectiveness at PT. PLN UID East and North Kalimantan. This means that the higher the job satisfaction experienced by employees, the stronger the work motivation in achieving work effectiveness.
4. Findings Research shows that job satisfaction can strengthen the influence of job competency on work effectiveness. This means that the level of satisfaction felt by employees will make their competency have a much greater impact on achieving employee work effectiveness. PT.PLN UID East and North Kalimantan.

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