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LOADING AND UNLOADING LABOR PERFORMANCE AS A MEDIATION OF VARIABLES OF WORK MOTIVATION, WORK COMPETENCE AND WORK BEHAVIOR THAT IMPACTS WELL-BEING LOADING AND UNLOADING LABOR

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ABSTRACT

The purpose of the study was to find the influence between variables with quantitative research methods with analytical tools to search for data using SEM PLS, the results of the study stated The value of the R square Adjusted equation X2 = 0.634*X1 + e from the table above 0.396 indicates that 39.6% of the variance X2 can be explained by the change in the variable X1, while the other 60.4% is due to other factors outside the model. From the results of each variable, it has a positive effect and the remaining results will later be continued by other researchers for other variables.

Keyword: Labor Performance, Work Motivation, Work Behavior, Well-Being Loading An Unloading

1. INTRODUCTION

Sunda Kelapa Port is a stopover for inter-national shipping built in 1527 during Portuguese rule. This port is visited by inter-island ships and people's voyages with the main commodities of wood, basic necessities, grocery goods, and building materials. This area can be a tourist area that has become a lot of attractions, especially for fans of historical relics of the past. In the area there are also several other museums that can be visited including the Wayang Museum, the Maritime Museum and the Jakarta History Museum. The Sunda Kelapa Port Branch is a port in Jakarta Bay which became a stopover for inter-national shipping during the Portuguese Government since 1527. The Sunda

Kelapa Port Branch became known in the 12th century as a port visited by ships from China, Japan, South India and the Middle East carrying porcelain, coffee, silk fabrics, and so on in exchange for spices and other plantation products. The Sunda Kelapa Port Branch is now a loading and unloading port for goods and containers. The port is visited by inter-island ships and folk voyages using Phinisi or Bugis Schooner ships with their distinctive shape. Commodities transported other than wood are basic necessities, grocery goods, and building materials.

Traditional means of transportation, in the form of pinisi ships, are still used in the activities of the People's Sailing Pier (PelRa) Pinisi ships are large traditional sailing ships from the Bugis Tribe (South Sulawesi), which are made from wood with a cargo capacity of about 120 to 200 tons. This tough ship is still used in inter-island transportation activities at the People's Shipping Pier, Sunda Kelapa Port. Loading and unloading activities are carried out conventionally Ship loading and unloading activities at this port are still carried out conventionally, namely by mutual cooperation between people, accompanied by additional assistance from small cranes contained on ships. The port is one part of the transportation infrastructure that can stimulate the economic activity of a region because it is part of the chain of transportation and logistics systems. The most important thing is to strive for a port not only as a link, but also as a place to integrate several modes of transportation in order to achieve an optimal logistics system. This is certainly related to creating a balance of transportation systems so that the priority is the provision of integrated transportation facilities. This increase in ship visits shows an increase in the performance of the service, but it needs to be accompanied by an increase in port services so that the trust of service users continues to increase so that it also shows an increase in loading and unloading activities in the port environment.

The increase in performance productivity can among others be influenced by several indicators such as berth out put, ship output and gang output. Therefore, the focus of our analysis will be on these three indicators, especially in seeing the extent of their influence on the productivity of the Sunda Head port performance. It is expected that from the analysis of the influence of this output indicator, an optimization of loading and unloading productivity can be obtained at the Sunda Kelapa port. So that Sunda Kelapa Port can continue to be the main port, especially for domestic shipping ships and people's shipping in transporting basic necessities to and from the destination area. Where port performace or port performance is the performance of the output or success rate of service, use of port facilities or equipment at a certain period of time, which is determined in terms of unit time, unit weight, ratio ratio (percentage). Port performance can be grouped into at least four parts, namely: output (Ship & Goods Service Performance and Productivity B / M Goods) indicators that are closely related to information about the amount of throughput of goods traffic (traffic power) through a port equipment or facility in a certain period of time; Service (Traffic Performance), basically an indicator that is closely related to information about the length of ship service time while within the port work environment; Utilization (Utilization of Port Facilities and Production Equipment) is used to measure the extent to which dock facilities and supporting facilities are intensively utilized and productivity related to productivity at the port.

To restore the trust of the consumers who use sea transportation services through the Sunda Kelapa Port, of course, related parties such as port service providers and ship space providers must create a new climate to be able to meet consumer tastes, so that consumers who have moved their shipments back to Sunda Kelapa Port as before. In accordance with the problem-solving mindset in this study, the factors that must be prepared include: improving services in line with improving and improving the capabilities of adequate port facilities, professional, skilled human resources in accordance with expertise in their respective fields, and improving systems and procedures. In addition, ship quality improvement is very necessary in order to provide guarantees to the owner of the goods. Therefore, the government through the Directorate General of Sea Transportation has issued a non-convention ship standard that applies to domestic ships aimed at improving ship safety. Human resources are one of the main capitals in an organization, which can make an invaluable contribution to the strategy of achieving organizational goals. One example of the importance of Loading and Unloading Manpower (TKBM) in a company can be seen from its performance in

carrying out loading and unloading activities on board ships. Where when the company already has strong finances, fulfilled tools, and the latest technology but the absence of good human resources, the process in carrying out loading and unloading activities will not run smoothly.

In the implementation of the Loading and Unloading management system, it is hoped that it can improve the quality of work even better and the success in carrying out container unloading activities, to implement effective container unloading management it is necessary to prepare more than one tool so that if there is damage it can be handled and choose reliable and competent resources in the port field and follow loading and unloading procedures if it occurs The errors can be resolved well. Therefore, demolition management is needed in accordance with port activities. How not if the loading and unloading workforce is less professional or lacks discipline, it can affect unsatisfactory results. In addition, loading and unloading labor resources are less than optimal because loading and unloading workers do not comply with regulations that have been made by loading and unloading companies, besides that the systems and procedures in carrying out loading and unloading activities are not fully carried out so that these activities are less effective. This is a problem in carrying out the loading and unloading process. Therefore, loading and unloading workers need to be guided and direct all activities related to unloading so as not to interfere with the smooth running of the container unloading process on board, so we need to optimize the resources of loading and unloading personnel to be reliable in loading and unloading, quality and working hard so that the effectiveness of commodity unloading can be carried out properly.

The issue of welfare is always related to the fulfillment of needs, the docker community is said to be prosperous if they are able to meet the needs of a prosperous life, which is a condition of society that meets its basic needs. These basic needs are in the form of adequacy and quality of clothing, food, housing, health, education, employment, and other basic needs such as a clean, safe, and comfortable environment. The importance of welfare for workers so that workers can meet all physical and spiritual needs and needs both outside the labor relationship which can directly and indirectly increase work productivity. Comfort and peace with various facilities provided by the TKBM institution is a form of welfare received by workers. Basically, port loading and unloading workers have a specific function and role in the field of loading and unloading goods, so it is called the term Loading and Unloading Manpower (TKBM). And the wage system that is adjusted to the goods that are transported the more that is transported the more wages are obtained and vice versa the few transport goods carried, the less wages are received.

Workers are the most potential parties to experience physical fatigue which can be seen from several characteristics, namely generally workers work while standing, they work a lot of moving their hands and feet. Workers are people who work expecting wages by lifting and issuing shiploads that rely solely on physical labor without skill skills. Port loading and unloading workers have an important role in achieving work as loading and unloading workers at ports which play a very important role in all activities at the port. Based on the background of the problems described above, the identification of problems in this study are: 1) Do not have measurable skills in carrying out loading and unloading activities. 2) Have low motivation in teamwork to carry out loading and unloading; 3) Undisciplined work behavior such as not wearing personal protective equipment. 4) Performance that is not yet optimal for timely completion of loading and unloading. 5). Low wages paid to support the welfare of the TKBM. In the formulation of this research problem, the research question is stated as follows: 1) Isthere an influence between Work Competence and Work Motivation?; 2) Is there any influence between Work Competence and TKBM Performance?; 3) Is there an influence between Work Competence and Worker Behavior?; 4) Is there any influence between Work Motivation on TKBM Performance?; 5) Is there any influence between Worker Behavior on TKBM Performance? 6) Is there any influence between TKBM Performance and TKBM Welfare?

The purpose of this study is to know how to improve TKBM skills, To know how to increase TKBM work motivation, To know how to improve TKBM work discipline , To know how to improve TKBM performance and To know the level of TKBM welfare. The framework in this study

is as below:

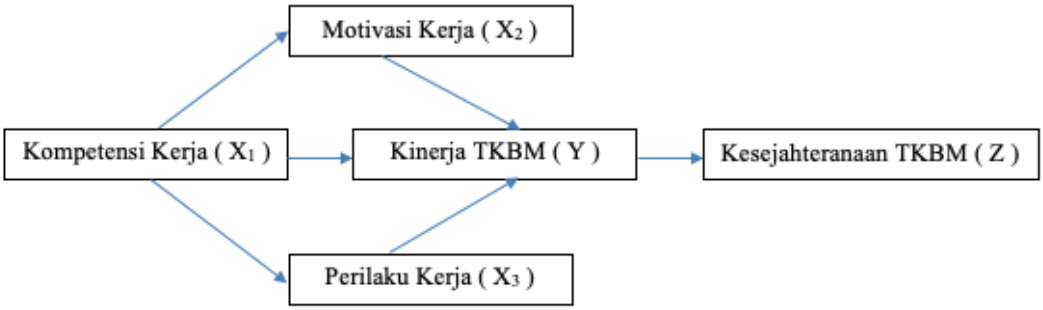

Figure 1. Framework Research

The framework in this study is presented in research questions as below: 1) The influence between Work Competence and Work Motivation ; 2) The relationship between Work Competence and TKBM Performance; 3) The relationship between Work Competence and Worker Behavior. ; 4) Influence between Work Motivation and TKBM Performance.; 5) the relationship between Worker Behavior and TKBM Performance. ; 6) Influence between TKBM Performance and TKBM Welfare. While the hypotheses of this study include: H1: It is suspected that there is a significant influence between Work Competence on Work Motivation, H2: It is suspected that there is a significant influence between Work Competence on TKBM Performance. H3 : It is suspected that there is a significant influence between Work Competence on Worker Behavior, H4: It is suspected that there is a significant influence between Work Motivation on TKB M Performance, H5: It is suspected that there is a significant influence between Worker Behavior on TKB M Performance, H6: It is suspected that there is a significant influence between TKBM Performance on TKBM Welfare.

Research on the relationship between loading and unloading workers in Indonesia is still rarely carried out, especially in the sea port sector. However, to show the state of the *art* of the study conducted, thereviewer will present several studies that are considered relevant to describe the study of human resources on the topic of TKBM performance and TKBM Welfare.

List of previous research titles referenced:

Table 1. Earlier Research Titles

No	Research Title	Year
1	Competency Improvement of TKBM Tanjung Priok Port by Karya Sejahtera Cooperative	2016
2	Port Service Improvement Strategy in Supporting the National Logistics System	2019
3	Assessment of the Level of Competency Needs Based on Permenhub No. PM 7 of 2018 concerning the Master Plan for the Development of SKKNI for the Transportation Sector.	2019
4	Analysis of Work Competencies of Port Operational Officers in Pelindo III and Pelindo IV Areas	2020
5	The Effect of Competence, Work Discipline, and Work Motivation on Employee Performance.	2021

The authors have not found any research that discusses the welfare of TKBM. Novelty or novelty. In addition, as a method, researchers use qualitative methods with Analytical Hierarchy Process (AHP) obtained through observation and in-depth cloud with conventional port loading and unloading workers at traditional ports of Sundanese.

2. LITERATURE REVIEW

According to (Hadi & Putri, 2016) Industrial development and development in Indonesia continues to run and is now faced with competition in the era of globalization. This industrial development also occurs in the area of ports in Indonesia, considering the function of ports including as meeting places, archways, industrial entities, and transportation links Changes are also implemented to achieve better goals. One of the changes that occurred was a technological change in the loading and unloading industry in the Tanjung Priok Port area. The technological change in question is the change of the loading and unloading system that previously used conventional systems to an increasingly sophisticated containerization system and loading and unloading equipment. The challenges faced in loading and unloading activities with a containerization system are the need for more expert and specialized Human Resources (HR) skills. Because the main difference between conventional loading and unloading systems and containerization systems is in the operation of the equipment. Also the implementation of the use of PPE (Personal Protective Equipment). In (et al., 2019) Competence is the work ability of each individual that includes aspects of knowledge, skills and work attitudes that are in accordance with established standards. Competence is a combination of skills, knowledge, and behavior that can be observed and applied in a crisis to the success of an organization and work achievements and employees' personal contribution to their organization. Performance is an overview of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, missions and vision of the organization as stated in the strategic planning of an organization. To produce optimal performance in the company can be measured from the results of the work it has done compared to the standards that have been set by the company / government agency, because the success of an organization is influenced by employee performance. Stating (Siagian, 2017) competence is defined as a person's observable ability which includes knowledge, skills and attitudes in completing a job or task in accordance with the set performance, if the manager can encourage the personal motivation of a worker, then align with business needs it will find an increase in mastery in a number of competencies that affect performance.

Competenceinvolves one's work orientation on results, the ability to influence others, increase initiative, and motivate work. TKBM in carrying out loading and unloading activities at the port, as is known the number of work accidents that often occur to port officers and TKBM due to lack of skills in using loading and unloading equipment & appropriate work safety equipment in terms of work competency aspects according to SKKNI standards. As well as the importance of the competence of port operational officers and TKBM at the Port to improve the expertise and role of dockers in the free competition of the Asean Economic Community (AEC) at this time. (Rahayu et al., 2020)

According to (Wike & Citra, 2021) stated that work motivation is the provision of driving force that creates a person's work excitement so that they are willing to work together, work effectively and integrated with all their efforts to achieve satisfaction, that work motivation conditions that move employees to be able to achieve their goals of motives are driving force that results in a member of the organization willing and willing to exert abilities in the form of expertise or skills of energy and time to organize various activities that are his responsibility and fulfill his obligations, in order to achieve predetermined goals and various organizational goals. And from the opinions of the experts above, it can be concluded that work motivation is a drive that creates work excitement for employees and is able to exert their abilities so that they want to work together, work effectively, and be able to achieve goals for job satisfaction. In (Saputra & Hermani, 2013) motivation acts as a driver of the will and desire to work according to desired measures and boundaries. With high motivation, high employee performance will also be created. So that the goals and targets set by the company will be achieved. However, in reality, high work motivation without being followed by discipline can interfere with employee performance in achieving employee productivity. Work

discipline is an awareness and willingness of a person to obey all applicable company regulations and social norms.

With discipline, it is hoped that work will be carried out effectively and efficiently. Observance in carrying out the rules prescribed or expected by the organization or company in work, with the intention that the workforce carries out their duties in an orderly and smooth manner, including self-restraint from committing acts that deviate from the regulations. A person who has discipline is likely to work in accordance with the rules and obligations imposed on him. So at least a disciplined person can minimize the occurrence of sanctions or penalties for violating regulations. The low quality of port services is reflected in the low operational service performance of ships and goods at various national ports, including: judging from the service indicators of waiting for berth (WT), length of ship at the dock (berthing time / BT), Idle time (IT) and non-operating time (NOT). The limited use of information technology, and the variety of systems and procedures of various agencies at the port in the service of ships and goods, are also the causes of the low quality of port operational service performance. Likewise, the low quality of loading and unloading labor and the mental attitude of port operators contribute to the low quality of national port services. (Marpaung, 2019) .

According to (Nurhadi & Basiroh, 2020) services that are professional and able to compete in global competition need to innovate by using information technology to facilitate loading and unloading activities at ports. Therefore, the need for a loading and unloading information system for goods that is believed to be able to improve the ability of manpower in loading and unloading goods at ports to be more effective, efficient, innovative, transparent, integrated, professional and accountable in loading and unloading goods at ports. TKBM cooperatives in recruiting new workers are carried out in accordance with the correct procedures. One of them is by choosing new labor candidates who have sufficient expertise about the loading and unloading process, so that when the loading and unloading process takes place, workers already know what should be done and also the age factor needs to be considered because, if the age of the worker is no longer productive, it will hinder the process of loading and unloading activities, and must be considered the physical factor of the worker because workers who have a weak physique will also hinder the loading and unloading process. Every activity involving Dalam (Yuliani & Amalia, 2019) humans, machines and materials that go through the stages of the production process has a risk of danger with different levels of risk that allow accidents and occupational diseases to occur.

The risk of accidents and occupational diseases is caused by the presence of sources of danger due to work activities in the workplace. Generally in all workplaces there are always sources of danger. There is almost no workplace completely free from sources of danger. In an effort to implement the K3 program and prevent accidents and occupational diseases, efforts are usually made that can control the risk of danger, commonly known as the risk control hierarchy. Stated (Sangaji et al., 2018) many workers of the hull section behave unsafely. These unsafe behaviors include not using PPE in accordance with the provisions, not returning and tidying up equipment after work, smoking at work, joking excessively at work, not using a safety belt when working at a height and using equipment that is not safe for work.

In (Andico et al., 2013) factors affecting the performance of labor individuals, namely: their abilities, motivation, compensation, the presence of the work they do, their relationship with the organization. Based on this understanding, the author draws the conclusion that performance is the quality and quantity of an individual's or group's work (output) in a certain activity caused by natural abilities or abilities obtained from the learning process and the desire to excel. As well as the motivation and support that a worker receives from the company such as compensation if obtained well, it will also affect the performance that the workforce will provide to the company This can also explain how important the factor of labor relations with an organization or company that is done well with each other. Stated (Sriantini, 2012) Human Resources can also affect the smooth flow of containers, because for the smooth running of an operation , expert, reliable, quality human resources are needed, and ready to work hard so that the smooth operation of a company can run as expected by the company, if the operation of a company runs smoothly, the smooth running of an

item in and out of a company also runs smoothly. A number of workers will usually carry out loading or unloading work in a certain time calculation and they are paid in certain units of time according to the loading and unloading labor (TKBM) tariff or according to an agreement with the company.

Stated (Simanjuntak et al., 2019) The development of marine transportation carried out by providing and building sea transportation facilities and infrastructure, requires not only capital investment but also the provision of human resources, who will manage it in accordance with the implementing regulatory tools prepared as guidelines for the management / management of marine transportation. The importance of welfare for workers so that workers can meet all physical and spiritual needs and needs both outside the labor relationship which can directly and indirectly increase work productivity. Comfort and peace with various facilities provided by TKBM institutions is a form of welfare received by workers.

3. METHODS

The research method used in this study is a survey research method with a descriptive level of explanation and analytical techniques used quantitative data analysis supported by qualitative data. The characteristics to be tested in this study are TKBM performance, work competence and work motivation which are suspected to have a positive and significant effect on the welfare of TKBM. This research was conducted in 2021 by conducting a survey of conventional port loading and unloading workers at the traditional port of Sunda Kelapa Jakarta. Referring to the purpose of the research that will be carried out, namely to examine more deeply the research variables to be studied, namely TKBM performance, work competence and work motivation, this research is descriptive verifiable.

The unit of analysis in this study is to the workers loading and unloading conventional ports at the Sunda Kelapa Traditional Port in Jakarta. Meanwhile, the observation unit in this research is the welfare of TKBM. The data sources used in this study are primary data and secondary data. Primary research data through direct observation or observation at the Sunda Kelapa Traditional Port jakarta, questionnaires and direct interviews with respondents. Then the secondary data in this study is information from shipping gazzete, online news, and literacy from previous research journals.

According to Sugiyono (2007) Samples are part of the number and characteristics possessed by the population, for that the sample taken from the population must be truly representative (Represent). A saturated sample is a sample determination technique when all members of a population are used as samples. This is often done when the population is relatively small, less than 30 people. Another term saturated sample is census, where all members of the population are sampled. The collection of complete data on the perceptions of decision makers and their complete and ongoing phenomena is carried out through survey activities. The required data are primary data and secondary data. Testing or data processing in this study was carried out using SEM PLS computer software.

4. FINDINGS AND DISCUSSION

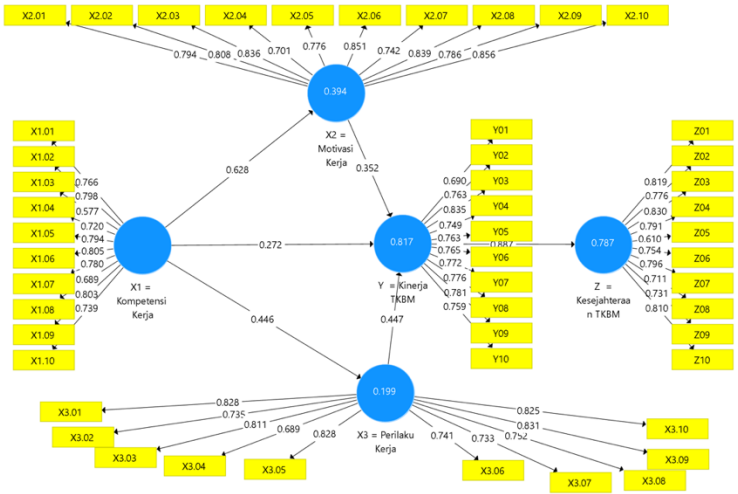

Figure 2. SEM PLS Results

Table 2. Outer Loading Results

	X1 = Work Competency	X2 = Work Motivation	X3 = Work Behavior	Y = TKBM Performance	Z = TKBM Welfare
X1.01	0.766				
X1.02	0.798				
X1.03	0.577				
X1.04	0.720				
X1.05	0.794				
X1.06	0.805				
X1.07	0.780				
X1.08	0.689				
X1.09	0.803				
X1.10	0.739				
X2.01		0.794			
X2.02		0.808			
X2.03		0.836			
X2.04		0.701			
X2.05		0.776			
X2.06		0.851			
X2.07		0.742			
X2.08		0.839			
X2.09		0.786			
X2.10		0.856			
X3.01			0.828		
X3.02			0.735		
X3.03			0.811		
X3.04			0.689		
X3.05			0.828		
X3.06			0.741		

X3.07			0.733		
X3.08			0.752		
X3.09			0.831		
X3.10			0.825		
Y01				0.690	
Y02				0.763	
Y03				0.835	
Y04				0.749	
Y05				0.763	
Y06				0.765	
Y07				0.772	
Y08				0.776	
Y09				0.781	
Y10				0.759	
Z01					0.819
Z02					0.776
Z03					0.830
Z04					0.791
Z05					0.610
Z06					0.754
Z07					0.796
Z08					0.711
Z09					0.731
Z10					0.810

In the diagram above, the X1.03 indicator has a loading factor of < 0.60, meaning that all of these indicators are invalid indicators for measuring konstruck, and should be removed.

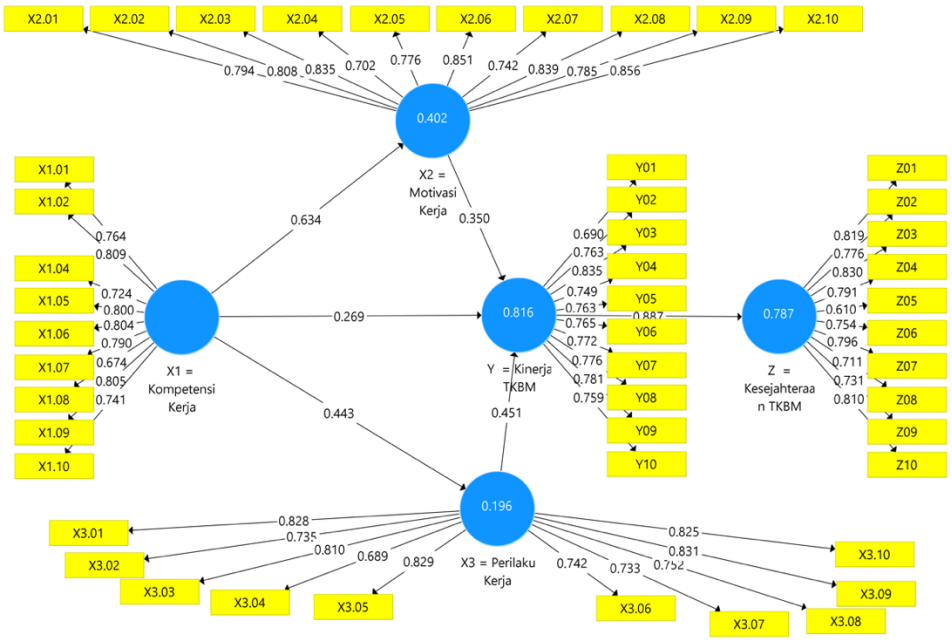

Figure 3. SEM PLS Results

Table 3. Outer Loading Results

	X1 = Work Competency	X2 = Work Motivation	X3 = Work Behavior	Y = TKBM Performance	Z = TKBM Welfare
X1.01	0.764				
X1.02	0.809				
X1.04	0.724				
X1.05	0.800				
X1.06	0.804				
X1.07	0.790				
X1.08	0.674				
X1.09	0.805				
X1.10	0.741				
X2.01		0.794			
X2.02		0.808			
X2.03		0.835			
X2.04		0.702			
X2.05		0.776			
X2.06		0.851			
X2.07		0.742			
X2.08		0.839			
X2.09		0.785			
X2.10		0.856			
X3.01			0.828		
X3.02			0.735		
X3.03			0.810		
X3.04			0.689		
X3.05			0.829		
X3.06			0.742		
X3.07			0.733		
X3.08			0.752		
X3.09			0.831		
X3.10			0.825		
Y01				0.690	
Y02				0.763	
Y03				0.835	
Y04				0.749	
Y05				0.763	
Y06				0.765	
Y07				0.772	
Y08				0.776	
Y09				0.781	
Y10				0.759	
Z01					0.819
Z02					0.776
Z03					0.830

Z04					0.791
Z05					0.610
Z06					0.754
Z07					0.796
Z08					0.711
Z09					0.731
Z10					0.810

Once the invalid indicators are cleared, in the diagram above, all indicators have a loading factor of > 0.60, meaning that all indicators are valid indicators for measuring konstruck. There are several criteria for assessing the outer model, including composite reliability, alpha cronbach and AVE.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1 = Work Competency	0.913	0.919	0.929	0.592
X2 = Work Motivation	0.937	0.940	0.947	0.640
X3 = Work Behavior	0.928	0.938	0.939	0.607
Y = TKBM Performance	0.921	0.923	0.934	0.587
Z = TKBM Welfare	0.921	0.926	0.934	0.586

In the table above, Cronbachs Alpha is 2 constructs > 0.70, composite reliability is 2 constructs > 0.70 and Average Variance Extracted (AVE) is 2 constructs > 0. 50 means all constructs are reliable.

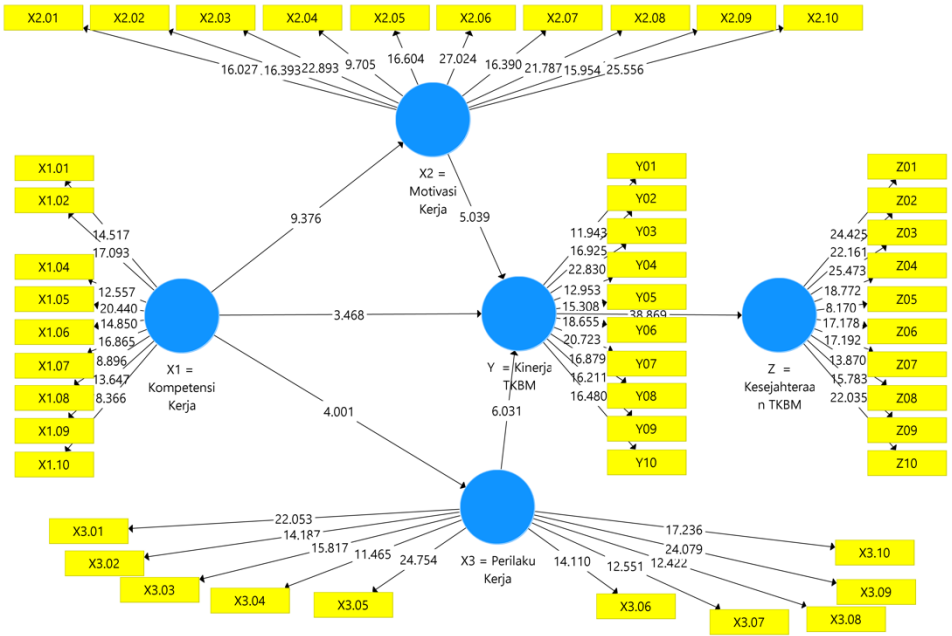

Figure 4. SEM PLS Results

Relationships between Path Coefficients constructs

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV|)	P Values	Significance
X1 = Work Competency -> X2 = Work Motivation	0.634	0.637	0.068	9.376	0.000	Significant
X1 = Work Competency -> X3 = Work Behavior	0.443	0.449	0.111	4.001	0.000	Significant
X1 = Work Competency -> Y = TKBM Performance	0.269	0.277	0.078	3.468	0.001	Significant
X2 = Work Motivation -> Y = TKBM Performance	0.350	0.342	0.069	5.039	0.000	Significant
X3 = Work Behavior -> Y = TKBM Performance	0.451	0.450	0.075	6.031	0.000	Significant
Y = TKBM Performance -> Z = TKBM Welfare	0.887	0.888	0.023	38.869	0.000	Significant

T-TEST

The t test is intended to test whether an independent variable partially has a significant effect on the dependent variable.

Hypothesis:

H0: variable X1 has no significant effect on variable X2
H1: variable X1 has a significant effect on variable X2

Basis for Decision Making

If the probality (prob value) is > 0.05 or - t table < t calculate < t table then H0 is not rejected
If the probality (prob value) < 0.05 or t calculate < - t table or t count > t table then H0 is rejected
(t table for alpha=0.05 is 1.96 and t table for alpha=0.10 is 1.65)

Decision:

In the table above the value of t stat = 9.376 > 1.96 so that H0 is rejected, and accepted H1, which means that variable X1 has a positive and significant effect on variable X2. The higher X1, the higher X2. And vice versa

In the same way above it is concluded that all other hypothesis tests, have a positive and significant effect on, since all t values > 1.96, as listed in the table above the last column.

Thus the structural equation is:

$X2 = 0.634*X1 + e$
$X3 = 0.443*X1 + e$
$Y = 0.269*X1 + 0.350*X2 + 0.451*X3 + e$
$Z = 0.887*Y + e$

Table 6. R Square

	R Square	R Square Adjusted
X2 = Work Motivation	0.402	0.396
X3 = Work Behavior	0.196	0.188

Y = TKBM Performance	0.816	0.811
Z = TKBM Welfare	0.787	0.784

The coefficient of determination (R square Adjusted) is used to show how much influence the influencing variable has on the affected variable.

Based on the table above, the R square Adjusted value of equation X2 = 0.634* X1 + e from the table above 0.396 indicates that 39.6% of the variance X2 can be explained by changes in the variable X1, while the other 60.4% is due to other factors outside the model.

Based on the table above, the R square Adjusted value of the equation X3 = 0.443* X1 + e from the table above 0. 188 indicates that 18.8% of the variance X3 can be explained by changes in the variable X1, while the other 81.2% is due to other factors outside the model. Based on the table above, the R square Adjusted value of equation Y = 0.269*X1 + 0.350*X2 +0.451*X3 + e from the table above 0.811 shows that 81.1% of the variance Y can be explained by changes in the variables X1, X2 and X3, while the other 18.9% is due to other factors outside the model. Based on the table above, the R square Rated value of equation Z = 0.887*Y + e from the table above 0.784 shows that 78.4% of the variance Z can be explained by changes in the variable Y, while the other 21.6% is due to other factors outside the model.

Table 7. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV|)	P Values	Significance
X1 = Work Competency -> X2 = Work Motivation -> Y = TKBM Performance	0.222	0.218	0.052	4.289	0.000	Significant
X1 = Work Competency -> X3 = Work Behavior -> Y = TKBM Performance	0.200	0.201	0.057	3.474	0.001	Significant
X1 = Work Competency -> Y = TKBM Performance -> Z = TKBM Welfare	0.239	0.246	0.067	3.544	0.000	Significant
X2 = Work Motivation -> Y = TKBM Performance -> Z = TKBM Welfare	0.311	0.304	0.062	4.987	0.000	Significant
X1 = Work Competency -> X2 = Work Motivation -> Y = TKBM Performance -> Z = TKBM Welfare	0.197	0.194	0.047	4.151	0.000	Significant
X3 = Work Behavior -> Y = TKBM Performance -> Z = TKBM Welfare	0.400	0.399	0.069	5.831	0.000	Significant
X1 = Work Competency -> X3 = Work Behavior -> Y = TKBM Performance -> Z =	0.177	0.179	0.053	3.339	0.001	Significant

TKBM Welfare						

The effect of X1 on Y through X2 is positive and significant due to the value of the positive regression coefficient (0.222) and the value of t = 4.289 > 1.96.Other non-direct influences are also positive and significant

Table 8. Path Coefficients

	X1 = Work Competency	X2 = Work Motivation	X3 = Work Behavior	Y = TKBM Performance	Z = TKBM Welfare
X1 = Work Competency		0.634	0.443	0.269	
X2 = Work Motivation				0.350	
X3 = Work Behavior				0.451	
Y = TKBM Performance					0.887
Z = TKBM Welfare					

Table 9. Total Indirect Effect

	X1 = Work Competency	X2 = Work Motivation	X3 = Work Behavior	Y = TKBM Performance	Z = TKBM Welfare
X1 = Work Competency				0.422	0.613
X2 = Work Motivation					0.311
X3 = Work Behavior					0.400
Y = TKBM Performance					
Z = TKBM Welfare					

Table 10. Specific Indirect Effects

	Specific Indirect Effects
X1 = Work Competency -> X2 = Work Motivation -> Y = TKBM Performance	0.222
X1 = Work Competency -> X3 = Work Behavior -> Y = TKBM Performance	0.200
X1 = Work Competency -> Y = TKBM Performance -> Z = TKBM Welfare	0.239
X2 = Work Motivation -> Y = TKBM Performance -> Z = TKBM Welfare	0.311
X1 = Work Competency -> X2 = Work Motivation -> Y = TKBM Performance -> Z = TKBM Welfare	0.197
X3 = Work Behavior -> Y = TKBM Performance -> Z = TKBM Welfare	0.400
X1 = Work Competency -> X3 = Work Behavior -> Y = TKBM Performance -> Z = TKBM Welfare	0.177

Table 11. Total Effects

	X1 = Work Competency	X2 = Work Motivation	X3 = Work Behavior	Y = TKBM Performance	Z = TKBM Welfare
X1 = Work Competency		0.634	0.443	0.691	0.613
X2 = Work Motivation				0.350	0.311

X3 = Work Behavior				0.451	0.400
Y = TKBM Performance					0.887

5. CONCLUSION

The value of the R square Adjusted equation X2 = 0.634* X1 + e from the table above 0.396 indicates that 39.6% of the variance X2 can be explained by the change in the variable X1, while the other 60.4% is due to other factors outside the model.

Based on the above results, the R value of square Adjusted equation X3 = 0.443* X1 + e from the table above 0. 188 indicates that 18.8% of the variance X3 can be explained by changes in the variable X1, while the other 81.2% is due to other factors outside the model. Based on the table above, the R square Adjusted value of equation Y = 0.269*X1 + 0.350*X2 +0.451*X3 + e from the table above 0.811 shows that 81.1% of the variance Y can be explained by changes in the variables X1, X2 and X3, while the other 18.9% is due to other factors outside the model. Based on the table above, the R square Rated value of equation Z = 0.887*Y + e from the table above 0.784 shows that 78.4% of the variance Z can be explained by changes in the variable Y, while the other 21.6% is due to other factors outside the model..

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