



Does Work Motivation Enhance Job Quality; An Analysis Of The Role Of Employee Experience And Skills

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ABSTRACT

This study examines the effect of work experience and skills on employee output quality, with work motivation as a moderating variable. The study was conducted at the Public Works and Spatial Planning Office of Lubuklinggau City using a quantitative approach and an associative design. All 67 employees were selected as respondents through a saturated sampling technique. Data were collected through questionnaires and analyzed using simple and multiple linear regression and moderation regression analysis (MRA) with the assistance of SPSS. The results indicate that work experience and skills positively and significantly influence output quality, both individually and simultaneously. Additionally, work motivation was found to strengthen the relationship between experience and skills with output quality, suggesting that motivated employees tend to produce higher performance. The limitations of this study include its narrow scope, confined to a single institution, and the limited number of predictor variables. The main contribution of this study is to emphasize the importance of competency development in a work environment that supports motivation. The novelty of this research lies in the use of motivation as a moderating variable in the context of local public sector organizations, which has been rarely studied.

INTRODUCTION

Human resources (HR) have long been recognised as the most important asset in the journey of an organisation, regardless of whether the entity operates in the public or private sector. Collective success is determined by the quality of individuals in the team, which includes in-depth knowledge, competent skills, and high motivation to work. These three components function synergistically and, when attained at an optimal level, organisational programmes can be executed more quickly and resource-efficiently. This perspective is further reinforced in

recent literature that emphasises that professional HR management is not merely rhetoric, but a prerequisite for achieving long term strategic objectives.

On the regional government side in Indonesia, the implementation of regional autonomy based on Law Number 32 of 2004 has also changed the map of duties and responsibilities of civil servants. With the autonomy, each region is given the freedom to formulate and manage its government affairs and community needs independently, so the quality and ethics of the management of state civil apparatus (ASN) must not decline (Ismi et al., 2023). Empirical data show that ASN are now required to consistently update their competencies so that public service standards meet public expectations. Therefore, a high-quality workforce remains a fundamental requirement in building a bureaucracy that is not only responsive but also capable of competing at regional and global levels (Lohela-Karlsson et al., 2022).

Career development has become one of the spearheads of human resource development strategies, as this process provides employees with opportunities for promotion while also allowing space for self-expression, which in turn enhances productivity and organisational performance. A series of studies show that work experience and motivation are significantly related to individual performance. One study found that the combination of work experience and discipline positively contributes to employee work outcomes (Salahuddin & Amini, 2022). Another study even adds that motivation can strengthen the impact of compensation, and adequate compensation ultimately results in job satisfaction, which subsequently drives higher performance levels (Saleem et al., 2021).

Work motivation is likened to an internal engine that drives enthusiasm and loyalty, thus motivated employees tend to be more productive, proactive, and diligent in completing every task assigned (Dunmade et al., 2024). This is where the role of the work environment comes into play: a supportive, transparent space that routinely provides recognition for achievements has been proven to significantly enhance performance. When employees feel appreciated, they do not merely meet expectations but often exceed them and actively contribute to creating a positive work culture (Ekhsan & Setiawan, 2021). Overall, this study analyses the extent to which work experience, technical skills, and motivation influence the work quality of staff at the Lubuklinggau City Public Works and Spatial Planning Office. Given that employee performance currently still falls below expected standards, the results of this research are expected to serve as an academic foundation for policymakers in designing more effective human resource development programmes and ultimately improving overall organisational performance (Ramadhani, 2024).

LITERATURE REVIEW

Work Quality

The quality of employees' work embellishes almost every performance evaluation system in modern organisations. Work quality is not limited to the end results, as the processes undertaken and behaviours exhibited during that time are equally important. According to Nizar et al., (2022), work quality arises from the employees' willingness to align each step with the expectations of the organisation. In other words, the portrayal of work quality is determined by how well individuals or groups deliver outcomes and how proportional management is in assessing those contributions (Nizar et al., 2022).

Quality work indicators serve to translate those assessments into more objective measures. Among these indicators, clear potential, optimal achievements, smooth processes, and a spirit of synergy are often regarded as the primary references. Timeliness and proactive initiatives are added, as potential must also be supported by tangible actions (Rulia et al., 2021). Ultimately, performance measures need to encompass concrete results while still allowing room for ethical dimensions, reliability, and the ethics underlying how employees complete their work (Berber & Gašić, 2024).

Many studies show that an individual's work quality is influenced by effective training programmes, clear incentive systems, and the use of the latest technology (Anwar et al., 2023). Furthermore, a friendly work atmosphere supported by leadership commitment and two-way communication also plays a key role in how well employees can perform at their best. In this context, Herzberg's two-factor theory emphasises that excessive workloads and unfair treatment will diminish motivation, thus every manager needs to proactively monitor these indicators (Parayitam et al., 2020).

In summary, a thorough understanding of work quality and its supporting factors is essential for designing a positive organisational environment and appropriate management strategies. These findings are universal and can be applied across various types of institutions, both at the local and global level, enabling human resource managers everywhere to refer to them in their policies. With sincere commitment and continuous support from management, organisations will in turn see improvements in individual performance that directly impact collective productivity.

Work Experience

Work experience is often considered a primary indicator in human resource management, as it records the knowledge, skills, and abilities developed through direct involvement in daily tasks (Khikmah & Widhiandono, 2024) emphasise that the variation in experience tends to make employees more satisfied and quicker to find solutions when faced with new obstacles. Similar opinions are expressed by Luh and Suwendra, who state that the length of direct work contributes to understanding and executing tasks more efficiently (Khikmah & Widhiandono, 2024). Other findings add to this argument by showing that a high frequency of task completion correlates positively with the depth of experience and ultimately impacts individual performance in the workplace (Rahman et al., 2021).

Work experience is influenced by a combination of individual factors and organisational factors. Roto, (2020), outlines five key elements: personal background, talent, attitude, analytical ability, and technical skills. Drewery et al., (2023), add that strong motivation and educational level also determine how deeply that experience is formed. Basalamah, (2023), continues by noting that various work episodes, such as task variation and skill application, accelerate the growth of experience. Referring to Becker's capability theory, Masriah, (2021), argues that the most effective learning occurs when individuals repeatedly face complex tasks in an administrative context.

Theoretically, the main objective of work experience is to enhance employee effectiveness and productivity in a sustainable manner. Boer & Bordoloi, (2023), demonstrate that experience builds specialisation, where a worker becomes more efficient in a specific area, ultimately driving overall productivity. Moll et al., (2020), details practical benefits, such as increased self-confidence, enhanced authority, improved task execution quality, and greater income opportunities.

Work experience can be measured by two factors: how long someone has worked and how deeply they have mastered the required skills. Karhula et al., (2020), subsequently adds that employees who have been in the field for a long time often display different patterns and results compared to novices. On the other hand, the competency theory put forth by Boyatzis emphasises that skills do not suddenly appear; rather, they grow through a series of continuous experiences, where each task provides new lessons (Stafrezar, 2023). Overall, work experience serves as an important bridge between managerial concepts and real situations, thus directly influencing human resource management and the productivity of the organisation.

Work Skills

Work skills are a fundamental factor that determines how productive a person is in the workplace. Simply put, skills refer to an individual's ability to collaborate reasoning, ideas, and

creativity to add value to every task. Skill development is actually dynamic and can be directed through training programmes and hands-on experience. Research by Johnson et al., (2023), shows that skills are built from a blend of cognitive, affective, and psychomotor aspects gained through planned education. In the digital era and a constantly changing job market, cutting-edge skills provide a competitive advantage for both individuals and organisations (Gunawan & Wiyogo, 2023). Therefore, investing time and resources in updating skills is a strategic step that should not be overlooked.

Employees ready to enter the professional world generally already understand what needs to be done and are still able to complete difficult tasks under pressing circumstances, as found in studies of prospective graduates. The research also emphasises that creative ideas and a serious orientation towards quality are further evidence of job readiness. In this context, perception, self-control, and a sense of responsibility both to oneself and to the team are invisible indicators that strongly support professional performance.

Skills can be divided into various types, with orderliness, initiative, interpersonal understanding, and information-seeking ability being commonly cited examples (Kumar et al., 2022). This classification emphasises that, in addition to technical skills in using tools or procedures, soft skills play a significant role in daily interactions and in making decisions in the workplace. Positive interpersonal skills ultimately become the foundation for building a harmonious and efficient team, a necessity in today's increasingly complex work environment (Sreehari, 2021).

Several studies underscore that work skills heavily depend on individual knowledge and capacity (Labzina et al., 2019). Both formal and informal education significantly broaden a person's understanding of tasks, while capacity itself encompasses intellectual, physical, and emotional aspects. Furthermore, planned training remains crucial for enhancing professionalism and mastery of tools and work methods (Sreehari, 2021).

Work Motivation

Motivation underlies productive work behavior in the professional realm. In the workplace, employees rely on this inner drive to push themselves, persevere when obstacles arise, and ultimately complete tasks that may initially seem daunting. Because motivation is closely linked to personal identity, cognitive focus, and sustained effort toward goals, it shapes how individuals approach their daily responsibilities. Recent research describes motivation as a constellation of drives that direct people toward concrete goals, reinforcing its status as the primary engine of the workplace ((Haider et al., 2019).

When the focus is expanded to the organization itself, work motivation emerges as an interaction between personal needs and the collective environment. Within this broader framework, fair pay, pathways for advancement, and public recognition of success are counted as important building blocks of motivational energy (Tentama et al., 2019). The same research also examines how task mastery, understanding of the company's overall goals, and motivation for high performance interact, revealing that these three forces either reinforce or weaken one another in meaningful ways (Owens et al., 2019).

To facilitate motivation in the workplace, academics consistently highlight five interconnected principles: participation, communication, recognition, delegated authority, and personalized attention. These elements suggest that truly empowering employees typically requires sustained effort across the organization rather than sporadic benefits or isolated programs (Topcan et al., 2024). For example, when staff members help shape organizational goals, they develop a stronger sense of ownership that translates into more stable daily enthusiasm and productivity (Cheng et al., 2023).

Classic theories of workplace motivation continue to shape contemporary discussions, beginning with Maslow's famous Hierarchy of Needs, which argues that human drives develop in a fixed order, moving from basic physiological demands toward self-actualization (Howard et al.,

2020). Similarly, McClelland's Need Theory identifies three primary motives achievement, power, and affiliation whose strengths vary from person to person and whose prominence can predict variations in work performance (Liu et al., 2020). From a cognitive perspective, Cognitive Evaluation Theory warns that when external rewards dominate, the enjoyment of performing a task for its own sake can diminish, undermining long-term effort (Shao et al., 2019). Alderfer's revised ERG model combines existence, relatedness, and growth needs and acknowledges that frustration can pull people back, describing a more fluid path than a fully linear one through stages of motivation (Hericher & Bridoux, 2022). These theories offer a layered map that helps academics and managers unravel the many forces driving people to work.

Academics generally categorize motivational techniques into two broad categories: direct approaches and indirect approaches. Direct approaches typically come in financial incentives, such as year-end bonuses. In contrast, indirect approaches aim to cultivate a motivating atmosphere by providing the right tools and maintaining a positive organizational culture (Men et al., 2024). In practice, managers build motivation through a systematic sequence: setting specific goals, establishing objective systems to evaluate performance, and then offering ongoing feedback and support ((Khan et al., 2023).

METHODS

This study adopts a quantitative method with an associative design to thoroughly investigate how Work Experience (X_1) and Work Skills (X_2) as independent variables correlate with Work Quality (Y) as the dependent variable. Utilizing an associative design is pivotal as it allows for a nuanced understanding of these relationships, which are critical for deciphering employee competencies and their impact on overall organizational performance metrics (Nurhayati et al., 2024; jahril & Barry, 2024). It is widely established that competencies both in terms of skills and experiential knowledge serve as significant predictors for enhancing employee performance (Wijayanti & Sari, 2023); (Montales, 2023).

The sample comprised all 67 employees from the Public Works and Spatial Planning Office of Lubuklinggau City, providing a complete representation of the population within the given context. By employing a saturated sampling technique, the study not only ensures inclusivity but also enhances the validity of its findings through a broader spectrum of perspectives from the target demographic (Sjahril & Barry, 2024; Kadir et al., 2023). Moreover, the moderating effect of Work Motivation (M) is examined, hypothesizing that it influences the interactions between the factors affecting work performance an approach firmly aligned with contemporary moderation analysis frameworks (Subagyo et al., 2023).

Data collection was meticulously conducted using structured questionnaires and augmented by secondary data gleaned from official departmental documents. This multi-pronged approach ensures methodological robustness, thereby providing a solid empirical foundation for the findings. The analytical process utilized SPSS software, employing a range of statistical techniques, including descriptive statistics, multiple linear regression, and Moderated Regression Analysis (MRA) (Sjahril & Barry, 2024); (Nuraeni et al., 2022). MRA plays a crucial role in revealing complex interaction effects between independent and moderating variables without presuming that the moderating variable acts solely as a predictor (Choirunnisa & Koestiono, 2022).

This study offers a solid empirical framework achieved by integrating a quantitative and associative research design with a saturated sampling approach. The application of rigorous statistical methodologies not only substantiates the findings but also significantly contributes to our understanding of employee performance dynamics within a public sector framework. Such research not only enriches the existing literature but also serves practical implications for enhancing organizational strategies aimed at employee development and performance enhancement (Frinaldi et al., 2021); (Pokharel et al., 2020).

RESULTS

The Influence of Work Experience on the Quality of Work of Employees of the Public Works and Spatial Planning Office of Lubuklinggau City

1) Simple Linear Regression

The results of simple regression testing of the effect of work experience on the quality of work of civil servants in the public works and urban planning department of Lubuklinggau are shown in the table below:

Table 1. Results of Simple Linear Regression Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.109	4.596		3.287	.002
Work Experience (X1)	.742	.075	.776	9.926	.000

a. Dependent Variable: Work Quality (Y)

Source: Primary data processed by researchers, 2024

The simple regression procedure produced the following linear equation, $Y = 15.109 + 0.742X$, which reveals a positive link between years of work experience and the perceived output quality. Specifically, the slope coefficient, estimated at 0.742, implies that for each additional year of experience, work quality is expected to rise by approximately three-quarters of a point, holding other factors constant. This finding is consistent with the prevailing view that the slope reflects the causal impact of the independent predictor on the dependent outcome. Furthermore, the results underscore that while experience matters, careful regression model specification is equally vital to arrive at credible and actionable conclusions.

A standard error of 0.075 for the estimated regression coefficients suggests that the estimates are reasonably precise. In regression practice, a lower standard error signals less sampling variability, allowing researchers to place greater trust in the direction and magnitude of the coefficients. Jain et al. note that an appropriate standard error clarifies individual parameter estimates and underpins the predictive model's overall credibility (Modu & Inuwa, 2023). Therefore, grasping the regression framework employed is vital since different techniques yield distinct standard error profiles and, by extension, varying conclusions ((Hansen, 2025). Literature corroborates that methodologically sound regression analysis sheds light on complex variable interdependencies, such as work experience and work quality. Exploring the joint dynamics of work experience and individual performance illustrates why a holistic, technique-sensitive analytic posture is essential for meaningfully interpreting workplace outcomes (Qasim et al., 2021).

The analysis suggests that as employees accumulate work experience, their performance improves, and, by extension, organizations gain a valuable framework for guiding human resource initiatives. Familiarity with the estimated regression coefficients and their standard errors illuminates the specific magnitude of this performance boost linked to tenure. A more nuanced grasp of these statistical indicators then serves as a solid foundation for crafting targeted strategies to lift overall employee effectiveness (Modu & Inuwa, 2023).

2) Correlation Coefficient Test

The correlation coefficient is a data analysis technique used to determine the relationship between work experience and improvements in the quality of work performed by the Public Works and Spatial Planning Agency of Lubuklinggau City.

Tabel 2. Hasil Pengujian Koefisien Korelasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.602	.596	2.14606

a. Predictors: (Constant), Work Experience (X1)

Source: Primary data processed by researchers, 2024

The data processing results in this study indicate that the R-value or Multiple R obtained is 0.776, which indicates a strong relationship between the independent variable, namely work experience, and the dependent variable, namely work quality. The interpretation of this R-value reflects the percentage contribution of work experience to the improvement of employee work quality, which is recorded at 77.6%. Thus, it can be concluded that work experience significantly positively impacts employee performance, while the remaining 22.4% is likely influenced by other variables not examined in this study (Prasanti et al., 2019).

Based on existing guidelines, an R-value of 0.776 indicates a strong correlation. Research by Najifaturrahmi and Aisyah (2023) noted that work experience is one of the main factors in improving performance and the quality of financial reports, contributing significantly to work output. This aligns with the findings of Setiawan & Wahjoedi, (2022), who confirmed that work experience directly influences employee work quality, as measured through actual performance indicators. The positive impact of work experience has substantial relevance, as highlighted in the study, which revealed strong regression coefficient values (Setiawan & Wahjoedi, 2022).

3) t-test

A partial test (t-test) was conducted to prove the hypothesis that work experience will improve the quality of work at the Public Works and Spatial Planning Office of Lubuklinggau City

Table 3. Results of t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.109	4.596		3.287	.002
	Work Experience (X1)	.742	.075	.776	9.926	.000

a. Dependent Variable: Work Quality (Y)

Source: Primary data processed by researchers, 2024

The research provides compelling evidence that work experience positively shapes the quality of work at the Public Works and Spatial Planning Office of Lubuklinggau City. Under regression analysis, the computed t-value was 9.926; using the formula $t_{table} = n/k-1$, the reference t-table value, with $n=67$ and $k=1$, was 1.668. Because the empirical t-value exceeds the tabled value, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. Furthermore, the reported significance level of 0.000, well beneath the conventional alpha of 0.05, confirms that greater work experience is statistically linked to higher employee performance in the office.

The Influence of Work Skills on the Work Quality of Employees at the Public Works and Spatial Planning Office of Lubuklinggau City

1. Simple Linear Regression

The results of the simple regression test on the effect of work experience on the work quality of civil servants in the public works and urban planning department of Lubuklinggau are shown in the table below:

Table 4. Simple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.359	3.707		5.491	.000
Work Skills (X2)	.656	.060	.804	10.894	.000

a. Dependent Variable: Work Quality (Y)

Source: Primary data processed by researchers, 2024

The main equation guiding this study can be summarized as $Y = a + bX$, and the specific numbers result in $Y = 20.359 + 0.656X$. According to the SPSS output, the competency coefficient (0.656) means that when workplace skills improve, overall work quality tends to rise by that same amount. In addition, a standard error of 0.060 shows how much individual observations could differ from the predicted Y values using this equation.

Understanding what regression coefficients mean is crucial for grasping how two or more variables relate numerically. Widely regarded as a mainstay in statistical modeling, regression analysis lets researchers untangle the connections between variables, offering clear evidence of how one element influences another and shedding light on the mechanisms behind observed outcomes (Roustaei, 2024). The coefficient tied to an independent variable X indicates how much and in what direction the dependent variable-Y-is expected to change when X is nudged upward by a single unit, thus translating a raw correlation into a more actionable estimate (Keele et al., 2019). Consider the current example: if work skills go up by one point, work quality is predicted to rise by 0.656 points, a straightforward reading that illustrates why linear models are valued for clarifying suspected causal paths-yet researchers must still temper that confidence with a watchful eye on overlooked confounders (Gomila, 2021).

In econometric practice, the examination of a coefficient originates with its magnitude. However, a meaningful reading is conditioned upon an evaluative dialogue between that magnitude, its standard error, and the formal test of insignificance conveyed through the related t-statistic. The standard error signals the responsiveness of the estimated parameter to sample variation, thus anchoring a judgment of precision both for the single estimate on display and for the wider population from which the data were drawn (Hünermund & Louw, 2023). While these modeling techniques yield compelling short-run forecasts, confidence in any inferred causal process rests upon fulfilling their core assumptions, such as linearity, homoscedasticity, and the absence of omitted correlates (Platt, 2025). Interactions among predictors and possible non-linear forms introduce further interpretative subtlety, demanding that researchers extend beyond main effects alone in multivariate setups where complexity is the rule rather than the exception (Schuster et al., 2022).

Therefore, the results confirm that regression, when properly grounded, can quantify the links between occupational competencies and measures of work quality, thereby illuminating potential policy levers. However, any causal claim advanced on this basis remains provisional unless the stated contextual elements errors, modeling assumptions, and the specification check for interaction are systematically reported and critically scrutinized.

2. Correlation Coefficient Test

The correlation coefficient is a data analysis technique used to determine the relationship between work skills and improvements in the quality of work at the Public Works and Spatial Planning Office of Lubuklinggau City..

Tabel 5. Hasil Pengujian Koefisien Korelasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.646	.641	2.02491
a. Predictors: (Constant), Work Skills (X2)				

Source: Primary data processed by researchers, 2024

The processed data yield a Multiple R-value of 0.804, suggesting a strong correlation between the independent and dependent variables. In regression language, this figure points to an 80.4 percent relationship between work skills, the independent factor of work quality, and the dependent outcome (Chicco et al., 2021). Work skills account for most of the observed improvement in work quality, leaving 19.6 percent attributable to other influences not captured in the current model. This finding corresponds with the use of the coefficient of determination (R²), which, in earlier studies, reveals the share of the dependent variable explained by the specified independent variables. When interpreting the correlation coefficient, a value of R = 0.804 falls into the strong category. Yusefi et al. (2022) note that an R-value above 0.6 already signals a robust relationship, so the present finding exceeds that threshold by a substantial margin.

3. t-test

A partial test (t-test) was conducted to prove the hypothesis that work skills will improve the quality of work at the Public Works and Spatial Planning Office of Lubuklinggau City.

Table 6. Results of t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.359	3.707		5.491	.000
Work Skills (X2)	.656	.060	.804	10.894	.000
a. Dependent Variable: Work Quality (Y)					

Source: Primary data processed by researchers, 2024

A study exploring how work experience affects job performance among staff at Lubuklinggaus Public Works and Spatial Planning Department employed a t-test to test its hypothesis. The computed t-value of 10.894 greatly exceeded the critical value of 1.668, offering clear grounds to dismiss the null hypothesis (H₀). Put, greater work experience was shown to improve the quality of employees' output. This conclusion echoes earlier investigations that also reported a positive and significant link between experience and performance, underscoring the role of this variable in boosting workplace effectiveness.

In addition, the significance level of p 0.000, below the 0.05 threshold, gives extra weight to the claim that experience reliably enhances work quality. The extremely low p-value recorded in this analysis confirms not only that the effect observed is statistically significant but that researchers can interpret it with substantial confidence (Purwiyanto & Purwanto, 2023). Converging evidence from other contexts shows that length of work history consistently boosts overall productivity and performance within public-sector organizations such as the Public Works Department, indicating that more experienced employees produce higher-quality outputs (Viljoen et al., 2019).

Together, these findings strongly support the hypothesis that work experience acts as a critical engine of quality improvement among staff at Lubuklinggaus Public Works and Spatial Planning Department. The conclusion fits neatly with broader literature identifying accumulated

skill and exposure on the job as decisive predictors of favorable performance indicators (Viljoen et al., 2019). Consequently, human-resource development strategies in government bodies seeking optimal organizational effectiveness should prioritize initiatives that build and leverage employees' work related experience (Syamsuddin et al., 2021).

The Influence of Work Experience and Work Skills on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City

1. Multiple Linear Regression

The results of the multiple regression test of the influence of work experience and work skills on the work quality of public works and spatial planning employees in Lubuklinggau City are shown in the table below:

Table 7. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.668	4.017		3.154	.002
Work Experience (X1)	.368	.102	.385	3.611	.001
Work Skills (X2)	.413	.087	.506	4.747	.000

a. Dependent Variable: Work Quality (Y)

Source: Primary data processed by researchers, 2024

Results obtained using SPSS yield coefficient estimates $b_1 = 0.368$, $b_2 = 0.413$, and intercept $a = 12.668$. Substituting these terms into the standard linear form produces the $Y = 12.668 + 0.368X_1 + 0.413X_2$, where X_1 represents work experience, and X_2 denotes work skills. Intercept a indicates the expected level of work quality, roughly 12.668, in the hypothetical absence of gains in either predictor. Interpretation of the slopes is similarly revealing. The term $b_1 = 0.368$ suggests that a one-unit increase in work experience is estimated to raise work quality by about 0.368, holding skills constant. In parallel, $b_2 = 0.413$ implies that an equivalent gain in work skills would produce an additional 0.413 point increase in quality, *ceteris paribus*.

In addition, multiple linear regression offers a robust framework for examining datasets with several independent variables and identifying how those variables interact with one another. By applying this approach, researchers can map how variations in experience and skill level contribute to differences in work quality (Ndikumagenge & Ntirandekura, 2023). The insights generated thus do more than clarify the links between these predictors and performance; they also furnish a valuable evidence base upon which policymakers can design targeted human-resource interventions across the relevant sectors.

2. Determination Coefficient Test

The determination test was conducted to measure the influence of work experience and work skills on the quality of work at the Lubuklinggau Public Works and Spatial Planning Office

Table 8. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.706	.697	1.85998

a. Predictors: (Constant), Work Experience (X1), Work Skills (X2)

Source: Primary data processed by researchers, 2024

Based on the calculation of the determination coefficient, the R^2 value is found to be 0.706. When multiplied by 100%, this results in 70.6%. This indicates that work experience and job skills account for approximately 70.6% of the variance in work quality at the Lubuklinggau City Public Works and Spatial Planning Office. The remaining 29.4% is influenced by other factors not addressed in this study.

The significant influence of work experience and job skills on work quality is supported by various studies. For instance, Nielsen et al. noted that work experience is crucial for enhancing skills and overall job performance, which aligns with findings that demonstrate a strong relationship between these factors and work quality. Furthermore, Amankwah's research describes a shift in work culture emphasizing the importance of skills and experiences in improving work outcomes across various settings (Amankwah, 2023).

Shehu and Shehu, as well as Prasetya et al., reinforce the importance of quality management and training in developing effective competencies. They highlight that project managers' prior experiences significantly affect the quality of work in projects, thereby underscoring the relevance of work experience in various professional contexts (Shehu & Shehu, 2023).

Additionally, studies focusing on vocational education highlight that internship experiences are critical in shaping students' competencies and readiness for the job market, emphasizing the role of practical exposure in enhancing job performance after graduation (Supriyanto et al., 2022). Therefore, the assertion that work experience and job skills significantly influence work quality at the Lubuklinggau Public Works and Spatial Planning Office is well-supported by empirical evidence from these studies.

In summary, the findings indicate that 70.6% of work quality can be attributed to work experience and skills, while 29.4% is influenced by other variables outside the scope of this study. This underscores the vital role of experiential learning and skill development in enhancing work quality within public sector environments.

3. F-test

F-test was conducted to examine the effect of work experience and work skills on the work quality of the Public Works and Spatial Planning Office of Lubuklinggau City. The test results are shown in the table below:

Tabel 9. Hasil Pengujian Uji F

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	531.694	2	265.847	76.845	.000 ^b
	Residual	221.410	64	3.460		
	Total	753.104	66			
a. Dependent Variable: Work Quality (Y)						
b. Predictors: (Constant), Work Experience (X1), Work Skills (X2)						

Source: Primary data processed by researchers, 2024

The F test we calculated in Table F came out to 76.845. With 67 total cases and only one predictor, the critical value from the table is 3.14. The predictors show an effect because our F value is much larger than the table value ($F_{hitung} > F_{tabel}$). That conclusion is backed up by a p-value of 0.000, which is well below the usual cut-off of 0.05 (Utaminingsih, 2019).

Since both of these signs point to the same result, we feel confident in rejecting the null hypothesis (H_0) and accepting the alternate (H_a); in plain terms, work experience and skills together lift the quality of work done by the staff at the Lubuklinggaus Public Works and Spatial Planning office ((Kartika & Widhiandono, 2022). This fits with earlier studies showing that more experience usually boosts performance and job satisfaction.

The Effect of Work Experience on the Work Quality of Employees at the Public Works and Spatial Planning Office of Lubuklinggau City with Motivation as a Moderating Variable

The results of the Regression Moderation Test of Work Experience on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City with Motivation as a Moderating Variable are shown in the table below:

Table 10. Results of Regression Testing of Work Experience Moderation on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City with Motivation as a Moderating Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.339	2.013		17.056	.000
	Moderate X1 Z	.007	.001	.853	13.149	.000

a. Dependent Variable: Work Quality (Y)

Source: Primary data processed by researchers, 2024

The analysis yielded a moderating coefficient of 0.007 for work motivation, indicating a positive interaction between work experience and work quality. The accompanying significance test produced a p-value of 0.000, well below the conventional threshold of 0.05, thereby confirming statistical relevance. These findings suggest that work motivation meaningfully amplifies the positive linkage between tenure and output quality among employees at the Lubuklinggau City Public Works and Spatial Planning Department.

Work motivation matters, especially as a moderator across varying levels of experience, since lengthy tenure alone rarely produces peak performance in its absence. As a practical step, the management of Lubuklinggau City Public Works and Spatial Planning Department should prioritize motivation-enhancing measures; such initiatives not only retain skilled personnel but also elevate the overall standard of work. The results of the determination test can be seen from the R² values in the table below:

Table 11. Results of the Determination Test of Work Experience on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City with Motivation as a Moderating Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.723	1.77926

a. Predictors: (Constant), Moderate X1 Z

Source: Primary data processed by researchers, 2024

The R² value displayed in the table is 0.727, meaning that roughly 72.7 percent of the change in work quality is accounted for by work experience when work motivation acts as a moderator. Finding underscores work motivations' moderating role, amplifying the link between experience and the quality of employees' output. Hakim and colleagues point out that motivation sits at the heart of every worker's effort, pushing them to complete tasks and reach set organizational goals (Hakim et al., 2021). Supporting this view, Kadir and others show that when motivation runs high, overall performance improves, suggesting that organizations must intentionally nurture these motivational drivers to secure the best possible results (Kadir et al., 2023).

The Influence of Work Skills on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City with Motivation as a Moderating Variable

The MRA test results are shown in the table below:

Table 12. Results of Regression Testing of Work Skills Moderation on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City with Motivation as a Moderating Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36.864	1.869		19.724	.000
Moderate X2 Z	.006	.000	.847	12.820	.000

a. Dependent Variable: Work Quality (Y)

Source: Primary data processed by researchers, 2024

The coefficient for Work Motivation as a moderator in the link between Work Skills and Work Quality was calculated at 0.006, with a significance level of 0.000, a value clearly below the 0.05 threshold. This statistic suggests that work motivation enhances work skills' effect on employees' output quality at the Public Works and Spatial Planning Department of Lubuklinggau City. Such a result echoes earlier research indicating that, especially in the public sector, higher motivation reliably boosts both work quality and overall employee performance, a finding repeatedly confirmed by Nica et al., (2022), and Sudha et al., (2023). The results of the determination test can be seen from the R² values in the table below.

Table 13. Results of the Determination Test of Work Skills on the Work Quality of Employees of the Public Works and Spatial Planning Office of Lubuklinggau City with Motivation as a Moderating Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.712	1.81206

a. Predictors: (Constant), Moderate X2 Z

Source: Primary data processed by researchers, 2024

The data analysis yields an R² value of 0.717. Within the framework of simple linear regression, this figure suggests that work skills, when considered alongside work motivation, moderately influence the quality of work employees perform at the Lubuklinggau City Public Works and Spatial Planning Office. Specifically, the combined independent variables account for 71.7 percent of the variance observed in work quality.

Against this backdrop, organizations should establish a motivational climate that consistently rewards effort and improvement. Several studies indicate that affirming leader support, coupled with such a climate, mediates the development of role-specific skills across different occupational domains (Zhao et al., 2023); (Thuan & Thanh, 2019). In addition, Mohamad and Rahmans recent research demonstrated that when sound leadership practices steer training programs, participants intrinsic motivation rises, thereby facilitating the effective transfer of newly learned knowledge and abilities (Mohamad & Rahman, 2023). Intentional strategies to raise work motivation will likely enhance the overall quality of employee output.

DISCUSSION

The Influence of Work Experience on the Quality of Work of Employees of the Public Works and Spatial Planning Office of Lubuklinggau City

Data analysis for the research examining the effect of work experience on the quality of work among staff at the Lubuklinggau City Public Works and Spatial Planning Office was meticulously conducted using SPSS software, wherein simple linear regression played a pivotal role. The regression output yielded the model ($Y = 15.109 + 0.742X$), indicating that an increase of one unit in work experience correlates with an improvement of approximately 0.742 units in work quality, highlighting the positive impact of experience on performance. Such findings are consistent with the existing literature, which establishes that accumulation of work experience substantially enhances job quality across various professional contexts, as evidenced by studies showing positive effects of work experience on job performance and quality in different settings (Prasanti et al., 2019).

The regression analysis also yielded a standard error of 0.075, demonstrating the typical deviation of observed values around the predicted constant, thereby providing an estimate of the precision of the regression coefficients. Furthermore, the correlation coefficient (R-value) computed at 0.776 implies a strong correlation, as it accounts for 77.6% of the variance in work quality attributed to work experience, suggesting that other unmeasured factors may contribute to the remaining 22.4% variation in quality outcomes. The relationship delineated here aligns with prior studies which affirmed that practical experience considerably correlates with workplace performance, reinforcing the significance of experiential learning in job competency.

Following the regression, an independent-sample t-test was employed to determine whether accumulated work experience significantly impacts the quality of employee output. The t-statistic observed at 9.926 greatly exceeded the critical value of 1.668 (at 66 degrees of freedom), leading to the rejection of the Null Hypothesis in favor of the Alternative Hypothesis, denoting strong evidence for a positive relationship between years of experience and job quality. This conclusion is further bolstered by a p-value of .000, significantly lower than the conventional alpha level of .05, substantiating the argument that longer tenure correlates with superior job quality outcomes. The evidence from the present study resonates with broader findings that advocate for the intrinsic link between work experience and enhanced performance, as supported by various sources indicating that extensive work backgrounds generally foster better organizational outcomes.

The Influence of Work Skills on the Work Quality of Employees at the Public Works and Spatial Planning Office of Lubuklinggau City

Data were analyzed using SPSS version 26.0 for Windows, a widely accepted tool in social science research. Responses from a structured questionnaire provided the basis for a simple linear regression, which tested how much work skills explain the quality of output produced by employees at the Lubuklinggau City Public Works and Spatial Planning Office. The resulting regression equation, $Y = 20.359 + 0.656X$, shows a positive coefficient of 0.656 for the work-skills predictor, meaning each additional unit of skill is estimated to raise quality by 0.656 points on the scale used. The accompanying standard error of 0.060 signals a moderate degree of uncertainty around this figure, and the overall test agrees with earlier findings by Bagheri et al., (2019).

The correlation coefficient shows how closely work skills are linked to the overall quality of work performed. A Multiple R-value of 0.804 translates to an 80.4 percent relationship between the independent variable, work skills, and the dependent variable, work quality. As a result, the remaining 19.6 percent of variability in work quality probably stems from factors outside the current model, highlighting that research on work performance should also explore elements other than work skills (Boakye et al., 2024; Shillie & Nchang, 2023). Scholars agree that such an R-

value reflects a strong connection, lending confidence to the findings presented here (Ismail et al., 2019).

In addition, a partial test, sometimes known as a t-test, was run to assess whether work skills drive improvements in work quality directly. The observed t statistic of 10.894 well exceeds the critical value 1.668 found in standard t-table lookups. Because of this, the team rejected the null hypothesis (H_0), accepting instead that work skills matter to quality (H_a). Coupled with a significance level below the conventional 0.05 threshold specifically, a p-value of 0.000. It is reasonable to conclude that work skills, on average, have a strong and positive impact within the Public Works and Spatial Planning Department of Lubuklinggau City (Bagheri et al., 2019).

In supporting the present study's findings, earlier research has consistently reported a positive link between employee skills and workplace performance. Scholars agree that higher levels of know-how translate into greater effectiveness and efficiency on the job (Boakye et al., 2024; Shillie & Nchang, 2023). Stronger skills are also tied to faster career advancement, underlining their role in the long-term, sustainable development of human resources (Lukauskas et al., 2023). On this basis, the current study adds fresh empirical data showing that skill upgrading benefits not only the individual worker but also lifts overall organizational quality, especially within Lubuklinggau City's Public Works and Spatial Planning Department (Kaboth et al., 2024).

The Influence of Work Experience and Work Skills on the Work Quality of Employees at the Public Works and Spatial Planning Office of Lubuklinggau City.

The output of the multiple linear regression run in SPSS yields a regression equation with coefficients $b_1 = 0.368$, $b_2 = 0.413$, and intercept $a = 12.668$. Substituting these values into the standard form produces $Y = a + b_1X_1 + b_2X_2$, or $Y = 12.668 + 0.368X_1 + 0.413X_2$. This equation allows one to interpret the constant term a ; when both explanatory variables-work experience and work skills held at zero, the predicted quality of work is 12.668. The slope b_1 suggests that for every additional year of work experience, average quality rises by 0.368 points, all else equal. Likewise, slope b_2 implies that gaining one more unit of work skills leads to an improvement of 0.413 points in work quality, again assuming experience does not change at that moment.

The coefficient of determination, R^2 , reveals how much changes in two predictors-work experience and work skills for differences in a given outcome, in this case, the quality of work performed by the Lubuklinggau Public Works and Spatial Planning Agency employees. In the present analysis, R^2 equals 0.706, indicating that approximately 70.6 percent of the observed variation in work quality is explained by these two factors working together. The remaining 29.4 percent of the variability can be attributed to other influences not measured in this study. This result supports earlier research across several fields, which shows that higher skills and longer experience typically enhance overall work quality (Karim, 2019).

An F-test was utilized to assess the overall significance of the regression model; the null hypothesis (H_0) is dismissed, and the alternative (H_a) is upheld if F_{hitung} exceeds F_{tabel} . The computed F_{hitung} came to 76.845, whereas F_{tabel} was 3.14 at the 0.05 significance level. Because F_{hitung} exceeds F_{tabel} and the p-value of 0.000 is smaller than 0.05, the evidence indicates that work experience and job skills positively and significantly influence the quality of work produced by Lubuklinggaws Public Works and Spatial Planning Department employees. This conclusion corroborates earlier research documenting similar positive links between employees' abilities and their length of service. The results suggest that work experience and skills not only interact but also independently provide meaningful gains in work quality. Such a pattern aligns with the broader literature stressing that targeted training, and continuous skill enhancement is critical in employee development across public and private organizations (Karim, 2019).

The Effect of Work Experience on the Work Quality of Employees at the Public Works and Spatial Planning Office of Lubuklinggau City with Motivation as a Moderating Variable

This research employs multiple regression, enhanced by Moderated Regression Analysis (MRA), to explore how competence, professional ethics, and the work environment collectively predict teacher performance, with intellectual intelligence as a moderating factor. MRA extends standard regression by permitting explicit examination of how a potential moderator changes the strength or direction of these causal links. The estimated regression model presents the equation $Y = 34.339 + 0.007X_1Z_1$, in which Y represents overall work quality, X₁ denotes work motivation, and Z₁ represents years of work experience. Under this formulation, when paired with a given level of experience, a one-point increase in work motivation is associated with a corresponding gain of 0.007 in work quality. Further analysis via SPSS yields significant t-values for the coefficients, confirming that work motivation meaningfully enhances the effect of experience on teaching quality at the Public Works and Spatial Planning Department of Lubuklinggau City; this interaction remains statistically robust at the $p < 0.05$ threshold (Kurniawan et al., 2023).

The data analysis reveals an R² statistic of 0.602, meaning that 60.2 percent of the variation in work quality is accounted for by work experience and work motivation alone. When work motivation is included as a moderating factor, the R² jumps to 0.727, suggesting that motivation amplifies the link between experience and quality. This pattern aligns with previous studies documenting that the synergy of motivation and experience shapes overall employee performance (Purnadi et al., 2022).

The regression analysis reveals a statistically meaningful link between work experience and output quality. However, it also highlights the pressing need to manage motivation if Lubuklinggaus Public Works and Spatial Planning staff are to perform at their best. Supporting this, earlier studies show that motivated individuals leverage their experience more effectively, boosting overall performance (Burhanudin et al., 2023). Sarwani and colleagues add that increased motivation lifts job satisfaction and individual achievement, further underscoring why human resource development must prioritize motivational factors (Sarwani et al., 2019).

When work motivation is treated as a moderating variable, the analysis indicates that highly motivated employees tend to draw more effectively on their prior experience, and this behavior translates into noticeably higher work quality. These results suggest that boosting motivation improves the individual worker and the organization, enhancing overall productivity and the smoothness of daily operations. Such a pattern echoes existing studies on public-sector workplaces, which argue that careful attention to motivational levers can unlock employees' full capabilities and raise performance across the board (Aniasih et al., 2024; Yuliastanty, 2021).

The Influence of Work Skills on the Work Quality of Public Works and Spatial Planning Employees in Lubuklinggau City with Motivation as a Moderating Variable

This study employs multiple regression, specifically Moderated Regression Analysis (MRA), to explore how competency, professional ethics, and the work environment collectively shape teacher performance. At the same time, intellectual intelligence is a moderator. In this framework, researchers first assess whether each independent variable meaningfully contributes to the dependent variable, thereby validating the model's underlying causal links. Following this, MRA permits the estimation of the joint influence of these interrelated predictors and their interaction on performance. As noted by Sari and colleagues, MRA functions as an extension of standard multiple.

The fitted regression equation is expressed as $Y = a + \beta_1Z_i$ in this investigation. The refined model can be written as $Y = 36.864 + 0.006X_1Z_i$ from the statistical output. The SPSS results identify the constant term as 36.864, suggesting that the average work quality remains at this level when work motivation does not interact with work skills. The slope associated with the interaction of work motivation and work skills, set at 0.006, implies that a one-point rise in work

motivation translates into a 0.006 increase in work quality, and the accompanying standard error of 0.000 signals high precision in the estimate.

The analysis conducted using moderated regression analysis (MRA) further indicates that the coefficient for the moderating effect of work motivation on work quality is positive and statistically significant, with a p-value of 0.000, well below the 0.05 threshold. This finding confirms that work motivation not only moderates but also reinforces the link between work skills and the quality of output among employees, particularly within the Public Works and Spatial Planning Department of Lubuklinggau City.

The analysis also reports the R^2 statistic, which indicates how well the independent variable accounts for changes in the dependent variable. In this case, an R^2 of 0.646 shows that work skills alone explain 64.6 percent of the observed variation in work quality. When work motivation is added as a moderating factor, R^2 rises to 0.717, suggesting that the two predictors offer a stronger model together. This increase proves that work motivation positively intensifies the link between skills and quality.

A growing body of research underscores that employee performance cannot be understood simply by examining skill levels; instead, motivation plays a critical, often decisive role (Ahmad & Rachmawati, 2023; Nguyen et al., 2023). When work conditions are favorable, motivated employees routinely show higher enthusiasm and greater output than their less engaged peers, thus reinforcing motivation as a powerful mediator of situational influences (Haliah et al., 2023); (Ahmad & Rachmawati, 2023; Nguyen et al., 2023). Within the Public Works and Spatial Planning Department, this link is especially pronounced; because projects frequently demand sustained emotional resilience and sound managerial judgment, strong motivational support can make the difference between success and stagnation (Nurasniar, 2021).

From a management viewpoint, boosting employee motivation remains a central strategy for raising the quality of work output. To achieve this goal, leaders commonly implement incentive schemes, publicly acknowledge accomplishments, and invest in a safer, more pleasant workplace (YURT & Bozkurt, 2022). Earlier research further shows that high motivation is linked closely to job satisfaction and loyalty, and these attitudes, in turn, lift overall organizational performance (Ritz et al., (2020; Sudha et al., (2023); Saputra & Fajri, (2020). When applied in the Public Works and Spatial Planning Department, stronger motivation could thus tighten the link between employees' skills and the quality of their work, driving productivity and task efficiency gains. Data gathered from employees at the Public Works and Spatial Planning Office of Lubuklinggau City and subsequently analyzed using SPSS show that work experience influences task quality in a positive and statistically significant way. A longer job is linked to better output; veterans make fewer mistakes, require less supervision, and apply lessons learned to new situations. Experience thus sharpens competence and enhances the effectiveness with which tasks are carried out. The study found a similar pattern for work skills: proficient employees, whether in technical areas such as engineering calculations or in softer areas like time management and teamwork, complete assignments more quickly, use resources sparingly, and meet organizational standards consistently. The evidence confirms that both sets of attributes, experience, and skill, are not optional but essential for high-quality public service.

The data suggest that work experience and acquired skills exert a positive and statistically significant influence on the quality of an employee's output together. When practical experience is blended with technical competence, an individual is better equipped to accomplish tasks optimally. Additionally, the analysis reveals that work motivation functions as a moderating variable, amplifying the effect of experience on the quality of work produced. Specifically, the stronger an employee's motivation, the more pronounced the beneficial impact of experience on work quality. The same pattern emerges for work skills: higher motivation levels intensify the relationship between skill mastery and employee output. Thus, motivation contributes independently to performance and enhances the joint effect of experience and skills on overall work quality.

CONCLUSION

Based on empirical analysis conducted at the Public Works and Spatial Planning Office of Lubuklinggau City, researchers gathered insights straight from every office employee. Their analysis turned up some eye-opening results. First, the study found that longer work experience boosts the overall quality of employees' output, and the connection is strong and clear. Second, job skills also matter a lot; when people know what to do, their work shows it. That backs the idea that training and skill-building directly lift an organization's productivity. Even more encouraging, the two factors of experience and skills combine to create a noticeable performance lift. Work motivation pops up as an important bridge. When employees feel driven, they work better, and that drive magnifies the benefits of both experience and skill. The study shows that even seasoned, talented workers still need regular motivational support if their best performance is the goal. Put together, motivation, competence, and time on the job form a powerful trio that public agencies must nurture to reach excellence.

LIMITATION

This study has provided empirical evidence regarding the influence of work experience, work skills, and the role of work motivation as moderating variables on the job quality of employees at the Public Works and Spatial Planning Department of Lubuklinggau City. However, several limitations must be considered when interpreting the results and developing further research. First, the scope of this study is limited to one local government agency, namely the Public Works and Spatial Planning Department of Lubuklinggau City. All respondents are employees working within that agency. This condition limits the generalizability of the findings, meaning they cannot represent other government agencies at the city, provincial, or national levels, which may have different organizational characteristics, work cultures, and managerial systems. Second, this study only used three main variables—work experience, job skills, and work motivation as moderators—to analyze employee work quality. Meanwhile, many other factors could influence work quality, such as leadership style, work environment, workload, reward systems, and individual psychological aspects, which were not examined in this study. Third, the analysis method used in this study was moderation regression with the assistance of SPSS software.

Although the current analytical technique is sufficient to explain the basic relationships between variables, it cannot capture more complex patterns of relationships within the theoretical model being investigated. For more in-depth testing, the use of Structural Equation Modeling (SEM) can be planned in further research, as this approach allows researchers to examine a series of relationships simultaneously and assess the magnitude and direction of influence with greater precision. As a note, the data in this study were collected through self-administered questionnaires, which offer practical advantages but also pose risks of bias, as respondents may tend to choose answers that reflect a positive self-image or what they consider appropriate rather than an objective and actual depiction of facts.

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