

## The Effect of Competence, Work Motivation, and Work Discipline on Employee Performance at PT Pelayaran Kartika Samudra Adijaya

Misbahuddin\*, Imal Istimal

Institut Teknologi Dan Bisnis Ahmad Dahlan Jakarta, Indonesia  
Email: misbahuddinnurdin92@gmail.com\*, istimalilham@gmail.com

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### Abstract

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#### **Keywords:**

*Competence; work motivation; work discipline; employee performance.*

Employee performance is a critical factor in determining organizational success, particularly in service-based industries such as shipping, where operational efficiency and discipline are essential. However, differences in these factors often result in varying levels of employee performance. Therefore, understanding how these variables influence employee performance is important for companies in developing appropriate human resource management strategies. This research aims to analyze the effect of competence, work motivation, and work discipline on employee performance at PT Pelayaran Kartika Samudra Adijaya. This research uses a quantitative approach with a survey method, involving permanent employees of the company as respondents. Data was collected through questionnaires and analyzed using regression tests to examine the relationships between variables. The results show that competence and work motivation significantly influence employee performance, while work discipline acts as an intervening variable that strengthens these effects. This research provides theoretical and practical contributions for the company, especially in developing human resource management policies that can improve employee performance through enhanced competence, work motivation, and work discipline.

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### INTRODUCTION

PT Pelayaran Kartika Samudra Adijaya Berau Branch shows that there are still variations in the level of employee work discipline, such as delays during security duty, low compliance with shipping safety procedures, and a lack of responsibility in completing tasks (Idris et al., 2024; IKA, 2024). Employee discipline has not fully supported the creation of optimal performance. If this condition is left unchecked, it will affect the quality of service and the company's productivity (Agbeyinka, 2024; Amijaya et al., 2026; Muchiri, 2022). Therefore, research on PT Pelayaran Kartika Samudra Adijaya is important to conduct.

PT Pelayaran Kartika Samudra Adijaya Berau Branch, a company engaged in shipping services, supports sea transportation activities in the East Kalimantan region (Notteboom et al., 2020; Lee & Song, 2021). In carrying out its operational activities, the company faces various challenges such as limited competent human resources, diverse levels of employee discipline, and fluctuating work motivation (Almeida & Fernando, 2021; Nguyen et al., 2020). Some of the problems that arise in the field include delays in administrative reporting, lack of timeliness in task execution, and suboptimal cooperation between departments (Rahman et al., 2022; Sutarto & Wibowo, 2019). This condition shows that employee performance has not fully aligned with the expectations of the company's management (Hidayat et al., 2023).

To improve performance, companies need to pay attention to two important factors, namely human resource (HR) competence and work motivation (Astuti, 2023; Geopani et al.,

2024; Hutabarat et al., 2023; Rony et al., 2024; Rusianto & Khasmir, 2023; Sabil et al., 2024). However, in practice, many companies still face problems in the form of low competence among some employees, indicated by limited skills, lack of technological mastery, and mismatches between educational background and job demands. HR competence includes the abilities, skills, and attitudes possessed by employees in carrying out their work. Employees with high competence will be better able to adapt to changes, solve complex problems, and work according to established operational standards. According to Bonnario et al. (2021), improving human resource competence in the Industrial Revolution 4.0 era is essential because the quality of superior human resources has been proven to influence organizational performance and effectiveness. Similar findings were also revealed by Ananda et al. (2019), who stated that the quality of human resources has a positive and significant influence on the performance of implementing employees at PTPN III. This condition shows that low human resource competence can be an obstacle to achieving optimal performance, making competence a fundamental factor that requires serious attention in determining employee performance.

Work motivation is a determining factor in performance. High motivation can encourage employees to work harder, be more responsible, and be results-oriented. Rahayuni et al. (2022) found that work motivation has a positive influence on employee performance, where highly motivated employees demonstrate stronger work commitment and strive to achieve predetermined targets. This is in line with research by Haris et al. (2023), which states that motivation has a significant relationship with work productivity, where higher motivation leads to higher levels of productivity and performance. Thus, work motivation is an important psychological element that companies must consider in efforts to improve employee performance.

However, the relationship between competence, motivation, and performance is not always straightforward. One of the factors that acts as a link between them is work discipline. Work discipline can be interpreted as an attitude of obedience, compliance, and responsibility of employees toward the rules and norms that apply in the work environment. Disciplined employees demonstrate orderly work behavior, respect time, comply with regulations, and work according to established standards. According to Syafa'ah & Setiani (2022), work discipline has an important role as an intervening variable in the relationship between leadership and employee performance. This means that while high competence and motivation can improve performance, the results will not be optimal without good work discipline.

Research by Bonnario et al. (2021) also shows that good human resource competence will have a significant effect on performance if supported by a high level of discipline. In other words, work discipline can serve as a bridge that transforms competence and motivation into tangible actions that produce performance outcomes. In line with this, Ananda et al. (2019) emphasized that high competence needs to be balanced with disciplined work behavior so that organizational performance can be achieved optimally. These findings reinforce the assumption that work discipline plays an important role in employee performance.

This research is important because there is still limited study examining the relationship between human resource competence and work motivation on performance through work discipline as an intervening variable, especially in shipping companies. In fact, this sector has different work characteristics compared to other sectors, as employees are required to work with high discipline, respond quickly to risks, and coordinate effectively under operational

pressure. This study is expected to provide an empirical overview of how competence and motivation influence employee performance through work discipline, as well as serve as a basis for companies to design more effective and sustainable human resource management strategies.

In addition, the results of this research are expected to contribute theoretically to the development of human resource management science, especially in the context of the maritime transportation services industry. Practically, this research can provide input for the management of PT Pelayaran Kartika Samudra Adijaya Berau Branch in improving employee performance through training and competency development programs, increasing work motivation, and implementing a consistent work discipline system. With the implementation of appropriate policies, it is expected that employee performance will increase, ultimately improving the company's productivity and competitiveness in the national shipping sector.

This research focuses on the influence of human resource (HR) competence and work motivation on employee performance at PT Pelayaran Kartika Samudra Adijaya Berau Branch. The study respondents are limited to permanent employees who are directly involved in the company's operational and administrative activities. This study does not address other external factors, such as leadership style, organizational culture, or work environment factors, which may also affect employee performance.

Based on the limitations of the problem above, the research questions are formulated as follows: first, what is the influence of human resource competence on employee performance at PT Pelayaran Kartika Samudra Adijaya? Second, what is the effect of work motivation on employee performance at PT Pelayaran Kartika Samudra Adijaya? Third, what is the effect of work discipline on employee performance at PT Pelayaran Kartika Samudra Adijaya? Fourth, what is the simultaneous effect of human resource competence, work motivation, and work discipline on employee performance at PT Pelayaran Kartika Samudra Adijaya?

Based on the formulation of the problem above, this study aims to analyze the influence of human resource competence on employee performance at PT Pelayaran Kartika Samudra Adijaya, analyze the influence of work motivation on employee performance at PT Pelayaran Kartika Samudra Adijaya, analyze the influence of work discipline on employee performance at PT Pelayaran Kartika Samudra Adijaya, and analyze the simultaneous influence of human resource competence, work motivation, and work discipline on employee performance at PT Pelayaran Kartika Samudra Adijaya.

This research has both practical and academic benefits. Practically, it can be considered by company management in developing strategies to improve employee performance through training and competency development programs, increasing work motivation, and implementing a consistent work discipline system. For employees, this research can serve as a reflection on the importance of self-development, internal motivation, and discipline in achieving optimal performance. For human resource practitioners in the shipping sector, this study can serve as a reference for understanding internal factors that affect performance in similar organizations.

Academically, this research contributes to enriching the literature in human resource management and performance, especially in the shipping industry, which has unique characteristics related to safety standards, international regulations, and high discipline demands. This study can also be used as a reference for future researchers in developing further studies on employee performance by adding variables such as leadership, organizational

culture, or work environment, or by applying different research approaches in other industrial sectors. For the author, this study provides empirical experience and a deeper understanding of the role of intervening variables (work discipline) in explaining the influence of competence and motivation on performance in a highly complex work environment such as shipping companies.

## **METHOD**

This study used a quantitative approach with an associative method to measure and analyze the influence of human resource competence, work motivation, and work discipline on employee performance based on numerical data obtained from questionnaire distribution.

The associative method was applied because the study aimed to identify relationships among the variables, not only to describe phenomena. In this study, human resource competence (X1), work motivation (X2), and work discipline (X3) were examined as independent variables influencing employee performance (Y). The study was expected to provide empirical evidence regarding the magnitude of these relationships at PT Pelayaran Kartika Samudra Adijaya Berau Branch.

The research object was employees of PT Pelayaran Kartika Samudra Adijaya Berau Branch who were directly involved in operational and administrative activities. Employees were selected because their competencies, including knowledge, skills, and work attitudes, played a key role in supporting company performance. Focusing on employees allowed the study to examine the relationship between human resource competence and performance in a practical shipping industry context.

The research was conducted from November to January 2025–2026 according to the planned schedule. The period covered preparation, data collection through questionnaires, interviews, and observations, as well as data processing.

This study involved four variables: Human Resource Competence (X1), Work Motivation (X2), Work Discipline (X3), and Employee Performance (Y).

Human resource competence referred to employees' knowledge, skills, and work attitudes in performing tasks. Work motivation referred to internal and external drives influencing work behavior. Work discipline referred to employees' compliance with rules, procedures, and responsibilities. Employee performance, as the dependent variable, was measured through work outcomes in terms of quality, quantity, timeliness, and cooperation.

Data were collected using questionnaires distributed via a Google Form link. According to Sarwono (2006), questionnaires are structured written instruments used to obtain responses related to perceptions and characteristics relevant to research objectives.

The minimum sample size was 80 respondents. The Slovin formula was used because detailed population parameters, such as variance, were not available.

Data analysis was conducted using the Partial Least Square–Structural Equation Modeling (PLS-SEM) method with SmartPLS software. This method was chosen because it allows simultaneous analysis of relationships between latent variables, does not require strict normality assumptions, and is suitable for relatively small sample sizes. The analysis process included descriptive statistics, measurement model evaluation (outer model), structural model evaluation (inner model), and hypothesis testing.

## RESULTS AND DISCUSSIONS

### *Measurement Model Planning (Outer Model)*

There are three main criteria in the application of data analysis techniques using Smart PLS to evaluate the Outer Model, namely convergent validity, discriminant validity, and composite reliability. The model scheme in the Smart PLS program used for the Outer Model assessment is presented as follows:



**Figure 1. Outer Model Scheme**

Source: SmartPLS Output, Processed Data (2026)

The results of the study are as follows:

**Table 1. Outer Model Test Results Data**

Variabel	Composite Reliability	Average Variance Extracted (AVE)
HR Competencies (X1)	0.944	0.706
Work Motivation (X2)	0.938	0.675
Work Discipline (X3)	0.960	0.710
Performance (Y)	0.957	0.763

Data Source: SmartPLS Processed Data 4, 2026

The results of the outer model test showed that all constructs used in this study, namely human resource competence, work motivation, work discipline, and employee performance, had met the criteria of validity and reliability. This is shown by the composite reliability value for each variable above 0.7 and the Average Variance Extracted (AVE) value that exceeds the minimum limit of 0.5. This value indicates that the indicators used are able to describe the construct consistently and precisely. Therefore, it can be concluded that the research instrument has good measurement quality and is suitable for analyzing the relationship between variables in structural models.

**a. Convergent Validity (Uji Validitas)**

Taking measurements is carried out to find out the extent to which an indicator has a positive relationship with other indicators that are in the same construct. The test was carried out by looking at the outer loading value obtained from the data processing results. According to Imam Ghozali, the outer loading value in the range of 0.50 to 0.60 can be declared to meet the convergent validity criteria. The results of SmartPLS output that show the value of outer loading in this study can be seen as follows:

**Table 2. Convergent Validity Test Results Data Using Outer Loading**

Variable Indicators	HR Competencies (X1)	Work Motivation (X2)	Discipline Work (X3) Performance (Y)
X1.1	0.804		
X1.2	0.924		
X1.3	0.906		
X1.4	0.826		
X1.5	0.826		
X1.6	0.891		
X1.7	0.931		
X1.8	0.746		
X1.9	0.722		
X1.10	0.793		
X2.1		0.836	
X2.2		0.920	
X2.3		0.913	
X2.4		0.896	
X2.5		0.855	
X2.6		0.766	
X2.7		0.916	
X3.1			0.858
X3.2			0.801
X3.3			0.
X3.4			0.892
X3.5			0.845
X3.6			0.875
X3.7			0.760
Y1			0.882
Y2			0.796
Y3			0.746
Y4			0.866
Y5			0.836
Y6			0.739
Y7			0.712
Y8			0.888

*Data Source: SmartPLS Processed Data 4, 2026*

Based on the table above, it can be seen that the results of several indicators meet the significance value requirements of  $>0.50$ . Thus, the construct is said to be valid and has met the validity requirements because it has an outer loading value above 0.50. The high outer loading values of most indicators indicate that each indicator has a strong contribution in forming latent variables. This indicates that respondents have a relatively consistent understanding of the statements in the questionnaire, so that the constructed measured reflects the actual conditions in the company's work environment.

The next stage is to evaluate convergent validity by looking at the Average Variance Extracted (AVE) value. According to Hair, an AVE value of at least 0.50 indicates that the construct has a good level of convergent validity, which means that the latent variable is able to explain more than half of the variance of the indicators used. The results of the AVE value testing in this study are presented as follows:

**Table 3. Convergent Validity Test Results Data Using Average Variance Extracted (AVE)**

Variabel	Average Variance Extracted (AVE)	Remarks
HR Competencies (X1)	0.706	Valid
Work Motivation (X2)	0.675	Valid
Work Discipline (X3)	0.710	Valid
Performance (Y)	0.763	Valid

Data Source: SmartPLS Processed Data 4, 2026

Based on Table 3, the Average Variance Extracted (AVE) value for all variables in this study has exceeded the set minimum limit, which is 0.50. This shows that each construct is capable of explaining more than half the variation of the indicators that make it up. Thus, it can be concluded that the indicators used have been able to represent the latent variables that are well measured.

The highest AVE value is found in the performance variable of 0.763, which shows that the construct has the greatest ability to explain its constituent indicators compared to other variables. Meanwhile, the AVE value on the variables of human resource competence, work motivation, and work discipline was also above the specified limit, indicating that each variable had met the convergent validity criteria well. This indicates that these constructs have been clearly defined and are not predominantly influenced by measurement errors.

With the fulfillment of the requirements for convergent validity through the outer loading and AVE values, the measurement model in this study is declared adequate and can be continued at the stage of testing the structural model (inner model).

#### **b. Discriminant Validity**

It was assessed through cross loading values and using the Fornell–Larcker criteria. It is said to meet the validity of the discriminant if the correlation value is highest to the construct it is measured compared to its correlation to other constructs. This test is done to ensure that each construct in the research model has clear differences and does not overlap with other constructs. The results of the cross loading test obtained are as follows.

**Table 4. Discriminant Validity Test Results Data Based on Cross Loading**

<b>Indicator</b>	<b>Competencies</b>	<b>Motivation</b>	<b>Discipline</b>	<b>Performance</b>
<b>Variabel</b>	<b>HR (X1)</b>	<b>Work (X2)</b>	<b>Work (X3)</b>	<b>(Y)</b>
X1.1	0.804	0.033	0.048	0.019
X1.2	0.924	0.165	0.043	0.182
X1.3	0.906	0.143	0.013	0.166
X1.4	0.826	0.248	0.022	0.248
X1.5	0.853	0.184	0.081	0.233
X1.6	0.891	0.135	0.017	0.108
X1.7	0.931	0.148	0.005	0.139
X1.8	0.746	0.440	0.023	0.375
X1.9	0.722	0.209	0.067	0.150
X1.10	0.793	0.247	0.035	0.232
X2.1	0.282	0.836	0.037	0.677
X2.2	0.204	0.920	0.145	0.656
X2.3	0.203	0.913	0.035	0.666
X2.4	0.278	0.896	0.032	0.585
X2.5	0.204	0.855	0.083	0.570
X2.6	0.309	0.766	0.176	0.712
X2.7	0.285	0.916	0.043	0.730
X3.1	0.007	0.166	0.858	0.140
X3.2	0.103	0.027	0.801	0.052
X3.3	0.117	0.107	0.843	0.094
X3.4	0.018	0.050	0.892	0.197
X3.5	0.023	0.013	0.845	0.089
X3.6	0.012	0.098	0.875	0.137
X3.7	0.070	0.040	0.760	0.025
Y1	0.327	0.610	0.051	0.882
Y2	0.184	0.594	0.207	0.796
Y3	0.241	0.509	0.152	0.745
Y4	0.210	0.673	0.090	0.866
Y5	0.169	0.525	0.204	0.836
Y6	0.082	0.542	0.047	0.739
Y7	0.309	0.766	0.176	0.712
Y8	0.219	0.603	0.061	0.888

Data Source: SmartPLS Processed Data 4, 2026

Based on the table presented, the results of cross loading show that each indicator in each construct has a higher correlation value compared to the correlation of the indicator to the other constructs. Furthermore, discriminatory validity testing was carried out using the *Fornell–Larcker* criteria. The fulfillment of the discriminant validity criteria shows that each construct in this study has different characteristics and does not overlap with each other. Thus, human resource competencies, work motivation, and work discipline can be understood as stand-alone factors in influencing performance, even though they are interrelated in an organizational context.

A research model is declared to have good discriminative validity if the root value of the Average Variance Extracted (AVE) in each construct is higher than the correlation value for other latent variables. Thus, each construct is able to show a clear difference from other constructs in the research model. The test results using the Fornell–Larcker criteria in this study are presented in the following table.

**Table 5. Discriminant Validity Test Results Data based on Fornell larcker criteria**

	<b>Discipline Work</b>	<b>Performance</b>	<b>Competencies SDM</b>	<b>Motivation Work</b>
Discipline Work	0.840			
Performance	0.154	0.811		
Competencies SDM	0.019	0.277	0.843	
Motivation Work	0.092	0.759	0.292	0.873

*Data Source: SmartPLS Processed Data 4, 2026*

The results of the discriminant validity test using the Fornell–Larcker criteria showed that the root value of the Average Variance Extracted (AVE) in each construct was greater than the correlation value of the construct against the other constructs. For example, the HR competency variable had an AVE root value of 0.843, which is higher than its correlation with work motivation (0.292), performance (0.277), and work discipline (0.019).

The same can also be seen in the work motivation variable which has a root value of AVE of 0.873, where this value is higher than the correlation value for other variables. In addition, the variables of work discipline and performance also show a greater root value of AVE than all correlation values between constructs. Thus, it can be concluded that each construct in this study has clear differences and there is no overlap in the measurement between variables, so that the research model has met the criteria of discriminant validity based on the Fornell–Larcker Criterion.

### **c. Composite Reliability**

The reliability test was carried out to find out the extent to which the questionnaire as a research instrument was able to measure the indicators of a variable consistently. An instrument is declared reliable if the measurement results show a level of stability or consistency when used in measurements. According to Imam Ghozali, a good composite reliability value in

confirmatory research should be greater than 0.70, while in exploratory research a value between 0.60 to 0.70 is still acceptable. The results of the composite reliability test in this study are presented in the following table.

**Table 6. Composite Reliability Test Results Data**

<b>Variabel</b>	<b>Cronbach Alpha</b>	<b>Composite Reliability</b>
HR Competencies (X1)	0.934	0.944
Work Motivation (X2)	0.924	0.938
Work Discipline (X3)	0.957	0.960
Performance (Y)	0.947	0.957

*Data Source: SmartPLS Processed Data 4, 2026*

Based on Table 6, all research variables have Cronbach Alpha and Composite Reliability values that are above the minimum limit of 0.70. This high reliability value indicates that the indicators in each construct have an excellent level of internal consistency in measuring the same variable.

The high composite reliability value on the variables of human resource competence, work motivation, work discipline, and performance indicates that the research instrument is able to produce stable and reliable measurements. Thus, respondents' answers to questionnaire items reflect relatively consistent conditions, so that measurement errors can be minimized.

These results strengthen the feasibility of the measurement model (outer model) to be used at the testing stage of the structural model (inner model). Therefore, the relationship between variables in this study can be further analyzed without any doubt about the consistency of the research instrument.

***Structural Model Planning (Inner Model)***

The assessment of the structural model using SmartPLS begins with looking at the R-Square value of each endogenous latent variable. This value is used to determine how much predictive ability the structural model has, especially in explaining the influence of human resource competence, work motivation, and work discipline on employee performance.

**Table 7. Data of Inner Model Test Results Based on R-Square Value**

	<b>R-Square</b>
Knerja	0.587

*Data Source: SmartPLS Processed Data 4, 2026*

Based on the table, it is known that the R-Square value in the performance variable is 0.587 which is included in the medium category. These results show that 58.7% variation in employee performance can be explained by the variables of human resource competence, work motivation, and work discipline. Meanwhile, the remaining 41.3% was influenced by other factors outside the variables studied in this study.

The R-Square value of 0.587 indicates that the structural model has a fairly strong predictive ability. This means that the combination of HR competency variables, work motivation, and work discipline can explain more than half of the variation in employee

performance. These results indicate that internal employee factors play an important role in improving performance, although there are still other factors outside the model that also influence.

## Hypothesis Testing

### *Partial Test (t-test)*

The hypothesis in this study was tested using the SmartPLS model through the bootstrapping technique. Through the bootstrapping process, a partial t-statistical value and a probability value (p-value) will be obtained which is used to determine the acceptance or rejection of the research hypothesis. The results of the hypothesis test calculation in this study are presented in Table 8 below.

**Table 8. Hypothesis Test Results Data**

	<b>Original Sample (O)</b>	<b>T-Value</b>	<b>P-Value</b>	<b>Hipotesis</b>
X1-Y	0.061	0.717	0.474	Rejected
X2-Y	0.734	12.579	0.000	Accepted
X3-Y	0.086	0.744	0.457	Rejected

Data Source: SmartPLS Processed Data 4, 2026

Based on the table above, it can be concluded that the hypothesis testing is as follows:

1. H1 hypothesis testing (it is suspected that the HR competency variable X1 has a positive and significant effect on Y's performance). Based on the test results, a p-value of 0.474 and a t-statistic value of 0.717 were obtained. Because the t-statistic value  $< 1.96$  and the p-value  $> 0.05$ , H1 is rejected. Thus, the X1 variable has a positive but insignificant effect on the Y variable. This can be caused by organizational conditions where work standards have been set systematically, so that differences in individual competency levels do not have much impact on work results. In addition, there may be other factors such as work systems or leadership that are more dominant influencing performance.
2. H2 hypothesis testing (it is suspected that the work motivation variable X2 has a positive and significant effect on Y's performance). The test results showed a p-value of 0.000 and a t-statistical value of 12.579. Because the t-statistic value  $> 1.96$  and p-value  $< 0.05$ , H2 is accepted. This means that the X2 variable has a positive and significant effect on the Y variable. This indicates that internal and external motivations, such as rewards, recognition, and job satisfaction, play a big role in determining performance levels. These findings reinforce the view that highly motivated employees tend to work more optimally, regardless of their level of competence or formal discipline.
3. H3 hypothesis testing (it is suspected that the X3 work discipline variable has a positive and significant effect on Y's performance). Based on the results of the analysis, a p-value of 0.457 and a t-statistic value of 0.744 were obtained. Since the t-statistic value  $< 1.96$  and the p-value  $> 0.05$ , H3 is rejected. Thus, the X3 variable has a positive but insignificant effect on the Y variable. This can happen if discipline is only administrative and has not been internalized as a work culture. Thus, work discipline serves more as an operational prerequisite than a major driver of

performance.

### ***Simultaneous Test (F Test)***

To test the two independent variables against the bound variables, namely the influence of human resource competence, work motivation and work discipline on performance, a simultaneous test (f-test) was carried out by taking into account the R-Square value of 0.587 (58.7%), then the F value can be obtained as follows:  $F_{hit} = (R^2 (n - k - 1)) / (1 - R^2) 2$

$$F_{hit} = (0.587 (80 - 3 - 1)) / (1 - 0.587) 2$$

$$F_{hit} = 44.612 / 0.826$$

$$F_{hit} = 54.1$$

Description:

R<sup>2</sup> : R-Square value n : Number of samples

k : Number of endogenous variables

After knowing the value of F calculated, the next step is to find the value of F table with a significance level of  $\alpha$  of 0.05 (5%). The following are the results of the calculation of the F table.

$$F_{table} = F_{\alpha} (k; n-k-1) \quad F_{table} = 0.05 (3; 80-3-1)$$

$$Rate = 0.05 (3; 76)$$

The F value of the table obtained from 3 and 76 is 2.72. Then F counts (54.1) > F table (2.72), which means that HR competence, work motivation and work discipline simultaneously have a positive and significant effect on performance.

Although not all variables showed a significant influence on partiality, the results of simultaneous testing showed that the three variables together had a significant influence on performance. This shows that employee performance is influenced by the interaction of various factors and is not only determined by one variable separately.

The results of the research that have been obtained are based on testing measurement models (outer models), structural models (inner models), and hypothesis testing both partially and simultaneously. The discussion was carried out by relating the results of the empirical analysis with relevant theories and similar findings of previous research.

### ***The Influence of Human Resource Competence on Performance***

Based on the results of the partial hypothesis test (t-test), a t-statistical value of  $0.717 < 1.96$  with a p-value of  $0.474 > 0.05$  was obtained, so that the first hypothesis (H1) which states that human resource competence has a positive and significant effect on performance was rejected. This shows that HR competence has a positive, but not significant, influence on employee performance.

In theory, HR competencies include the knowledge, skills, and work attitudes required to carry out work effectively. According to Spencer & Spencer, competence is a basic characteristic of individuals that is related to superior performance in a job. With good competence, employees should be able to complete tasks optimally and achieve the set work targets.

However, the results of human resource competency research have not yet become the dominant factor in improving performance. This condition can be caused by several factors, such as routine work that does not require a high level of competence, or the lack of optimal

utilization of employee competencies by management. In addition, the application of strict standard operating procedures (SOPs) can cause performance to be determined more by compliance with rules than individual ability.

The results of this study are in line with the findings of Nurhalizah and Oktiani (2024) who stated that competence does not always have a significant effect on performance or performance if it is not supported by other factors such as work motivation. The research confirms that competence will have an optimal impact when it is followed by strong work encouragement from within the individual.

### ***The Effect of Work Motivation on Performance***

The results of the second hypothesis test (H2) showed a t-statistical value of  $12.579 > 1.96$  with a p-value of  $0.000 < 0.05$ , so it can be concluded that work motivation has a positive and significant effect on performance. Thus, the H2 hypothesis is accepted.

Work motivation is an internal and external drive that influences a person to work hard and passionately. According to Maslow's theory of needs and Herzberg's two-factor theory, motivation is the main factor that determines the level of effort, commitment, and seriousness of employees at work.

The findings of this study show that work motivation is the most dominant factor in improving employee performance. This can be seen from the value of the path coefficient (original sample) which is the largest compared to other variables. This condition indicates that when employees feel motivated, either through awards, recognition, or a conducive work environment, performance will increase significantly.

The results of this study are in line with the findings of Riwayati et al. (2025) which show that work motivation has a positive and significant influence on employee performance. Another study by Putri and Gandung (2025) also states that motivation is an important factor in improving performance, because it is able to encourage employees to work more productively and focus on achieving work results. Therefore, companies need to pay more attention to efforts to increase work motivation, for example through providing incentives, providing career development opportunities, and creating a conducive and supportive work environment.

### ***The Effect of Work Discipline on Performance***

Based on the results of the third hypothesis (H3) test, a t-statistical value of  $0.744 < 1.96$  and a p-value of  $0.457 > 0.05$  were obtained, so that the hypothesis that the work discipline had a positive and significant effect on performance was rejected. This means that work discipline has a positive but not significant effect on performance.

Work discipline can be interpreted as the attitude and behavior of employees in obeying various rules, procedures, and norms that apply in the organization. Theoretically, high work discipline is expected to be able to improve performance because employees work in accordance with the provisions that have been set by the company.

However, the results of this study show that work discipline has not had a significant influence on employee performance. This can happen because work discipline has become a basic obligation that must be obeyed by all employees, so that it is no longer a distinguishing factor in improving performance. Employee performance is more influenced by psychological factors such as work motivation than by factors administrative such as discipline.

The results of this study are in line with the findings of Benedick et al. (2025) who explained that work discipline does not always have a significant effect on performance if it is not followed by motivational support and an adequate managerial system. Thus, work discipline needs to be combined with other factors in order to be able to have an optimal impact on employee performance.

### ***The Influence of Human Resource Competence, Work Motivation, and Work Discipline on Performance Simultaneously***

Based on the results of the simultaneous test (F test), an F value of 54.1 was obtained > F table of 2.72, so it can be concluded that human resource competence, work motivation, and work discipline together have a positive and significant effect on performance. Thus, the simultaneous hypothesis in this study is accepted.

The R-Square value of 0.587 indicates that 58.7% of the variation in performance can be explained by the variables of human resource competence, work motivation, and work discipline, while the remaining 41.3% is influenced by other variables not studied in this study, such as leadership, work environment, organizational culture, and compensation system.

The findings of this study are in line with the results of Riwayati et al.'s (2025) research which states that the combination of individual factors and organizational factors together has a significant influence on employee performance. Although not all variables partially showed a significant influence, simultaneously the three variables still made an important contribution in determining employee performance. Therefore, companies need to manage competencies, motivation, and work discipline in an integrated manner so that employee performance improvement can be achieved more optimally.

## **CONCLUSION**

The results indicated that human resource competence had a positive but not significant effect on employee performance, suggesting that although employees possessed adequate competencies, these had not yet become a dominant driver of performance improvement. Work discipline also showed a positive but not significant effect, indicating that it functioned more as a basic operational requirement rather than a direct performance driver. In contrast, work motivation was proven to have a positive and significant influence and emerged as the most dominant factor in improving employee performance, as reflected in its highest path coefficient and t-statistic values, meaning motivated employees were more likely to achieve their work targets. Simultaneously, human resource competence, work motivation, and work discipline had a positive and significant effect on employee performance, with an R-Square value of 0.587, indicating that performance was moderately explained by these internal factors, particularly work motivation. For future research, it is recommended to include additional variables such as leadership style, organizational culture, or work environment, as well as to explore potential mediating or moderating factors, in order to obtain a more comprehensive understanding of what drives employee performance in the shipping industry context.

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