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## The Influence of Competency and Organizational Culture Through Motivation on Employee Performance at the Office of the Port Master and Port Authority of Class Iv Muara Sabak

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**Abstract:** Employee performance is a crucial factor in supporting the success of public sector organizations, particularly in providing effective and quality services. Employee performance is influenced by various internal organizational factors, including competence, organizational culture, and work motivation. This study aims to analyze the influence of competence and organizational culture on employee performance through work motivation at the Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP). This study used a quantitative approach with a survey method. The population in this study was all 63 employees of the Muara Sabak Class IV KSOP Office, and the entire population served as the research sample (saturated sample). Data collection was conducted through a Likert-scale questionnaire. Data analysis used path analysis with the Partial Least Squares (PLS) approach to test the direct and indirect effects between variables. The results showed that competence and organizational culture had a positive and significant effect on work motivation. Furthermore, work motivation had a positive and significant effect on employee performance. Furthermore, competence and organizational culture also indirectly influenced employee performance through work motivation. The results of this study indicate that improving employee competency and strengthening a positive organizational culture can increase work motivation, which ultimately impacts employee performance.

**Keyword:** Competence, Organizational Culture, Work Motivation, Employee Performance

### INTRODUCTION

Employee performance is a strategic factor in determining the success of an organization, particularly public sector organizations that have a significant responsibility in providing services to the public. Employee performance not only reflects an individual's ability to carry out their duties and responsibilities but also reflects the organization's level of effectiveness and efficiency in achieving established goals. According to Mangkunegara (2017), employee performance is the quality and quantity of work achieved by an employee

in carrying out their duties in accordance with their assigned responsibilities. In the context of government agencies, employee performance is the primary benchmark for assessing the quality of public services and the accountability of government administration.

The Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP), as a technical implementing unit under the Ministry of Transportation, plays a vital role in ensuring shipping safety and security, order at the port, and the smooth flow of goods and services. The complexity of these tasks and responsibilities demands employees who demonstrate optimal performance, are professional, and service-oriented. However, in practice, employee performance achievement is often challenged by various internal organizational challenges, such as differences in employee competency levels, weak internalization of organizational culture, and fluctuations in employee work motivation. These conditions have the potential to hinder the effectiveness of task implementation and the achievement of agency performance targets.

One important factor influencing employee performance is competence. Competence reflects an individual's abilities, encompassing the knowledge, skills, and work attitudes necessary to perform effectively. Wibowo (2016) states that competence is an individual characteristic directly related to performance and serves as the foundation for superior performance. Employees with high competence tend to understand tasks well, complete them accurately, and adapt to changes in the work environment. Conversely, low competence can lead to errors, delays in task completion, and decreased service quality.

In addition to competence, organizational culture also plays a crucial role in shaping employee behavior and performance. Organizational culture is a system of values, norms, and beliefs shared by members of an organization and serves as a guide for action. Robbins and Judge (2017) explain that organizational culture functions as a control mechanism that influences employee attitudes and behavior at work. A strong and positive organizational culture, such as one that emphasizes discipline, cooperation, integrity, and a service-oriented approach, can create a conducive work environment and encourage employees to be more productive. Conversely, a weak organizational culture can lead to irresponsible work behavior and low employee commitment to the organization.

However, competence and organizational culture do not necessarily have a direct impact on employee performance without internal motivation from within the employee. In this regard, work motivation plays a crucial role as a psychological factor that drives and directs employee work behavior. Mangkunegara (2017) states that work motivation is a condition that encourages employees to work optimally to achieve organizational goals. Employees with high work motivation will demonstrate enthusiasm, perseverance, and sincerity in completing tasks, thus impacting improved performance.

The relationship between competence, organizational culture, work motivation, and employee performance has been widely discussed by experts. Wibowo (2016) suggests that competence positively influences employee motivation and performance. Meanwhile, Robbins and Judge (2017) revealed that a strong organizational culture can increase work motivation and positively impact employee performance. Mangkunegara (2017) also emphasized that work motivation is a crucial variable mediating the influence of organizational factors on employee performance.

However, previous research findings differ regarding the magnitude of direct and indirect influences between these variables, particularly in public sector organizations with complex bureaucratic characteristics. Therefore, research examining the role of work motivation as a mediating variable in the relationship between competence and organizational culture on employee performance remains relevant. Furthermore, research targeting the Harbormaster's Office and the Class IV Muara Sabak Port Authority is still very limited,

necessitating empirical studies that can provide a comprehensive overview of the factors influencing employee performance in these institutions.

Based on this description, this study aims to analyze the influence of competency and organizational culture on employee performance through work motivation at the Class IV Muara Sabak Harbormaster and Port Authority Office (KSOP). The results of this study are expected to provide theoretical contributions to the development of public sector human resource management studies and practical contributions for agency leaders in formulating policies for sustainable employee performance improvement.

## METHOD

This research was conducted on employees at the Class IV Muara Sabak Harbormaster and Port Authority Office (KSOP). The data used in this study were secondary and primary data. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The variables used in this study were competency (X1) and organizational culture (X2) as independent (exogenous) variables, motivation (Y) as a mediating variable, and performance (Z) as a dependent (endogenous) variable.

The population in this study was all 63 employees at the Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP). Given the relatively small population, the sampling technique used was census sampling, where all members of the population are used as research samples. According to Sugiyono (2019), census sampling is used when the population is less than 100 people, allowing the entire population to be used as respondents to obtain more accurate and representative research results. Therefore, the sample size in this study was 63 respondents.

Data collection was carried out using a questionnaire. The questionnaire was constructed using a Likert scale. According to Sekaran and Bougie (2016), the Likert scale is effective for measuring respondents' attitudes, perceptions, and opinions regarding a research phenomenon. Data analysis in this study used Partial Least Squares (PLS) with the assistance of SmartPLS software. PLS was chosen because it is capable of analyzing structural models with a relatively small sample size and does not require a normal data distribution. According to Hair et al. (2017), PLS-SEM is highly suitable for predictive and exploratory research with complex models and limited sample sizes.

## RESULT AND DISCUSSION

### Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of the variables of competency, organizational culture, motivation, and employee performance at the Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP). Data were obtained from 63 respondents completing a questionnaire using a Likert scale. This analysis was conducted by examining the average value and trends of respondents' responses for each research variable. The scores for the respondents' responses are shown in the following table:

**Table 1. Respondent Scores per Variable**

No	Variables	Item	Total Score	Range Scale	Category
1	Competence (X1)	9	2.410	1.928,1– 2.381,7	High
2	Organizational Culture (X2)	14	3.743	2.999,1 – 3.704,7	Good
3	Motivation (Y)	9	2.183	1.928,1– 2.381,7	High
4	Performance (Z)	14	3.701	2.999,1 – 3.704,7	High

Source: Primary data, processed, 2025

The results of this study indicate that each employee has a positive perception of the variables of competency, organizational culture, motivation, and performance. The total score for each variable is 2,410, categorized as High, 3,743 for organizational culture, 3,743 for Good, and 2,183 for Motivation, categorized as High. The performance variable is 3,701, categorized as High.

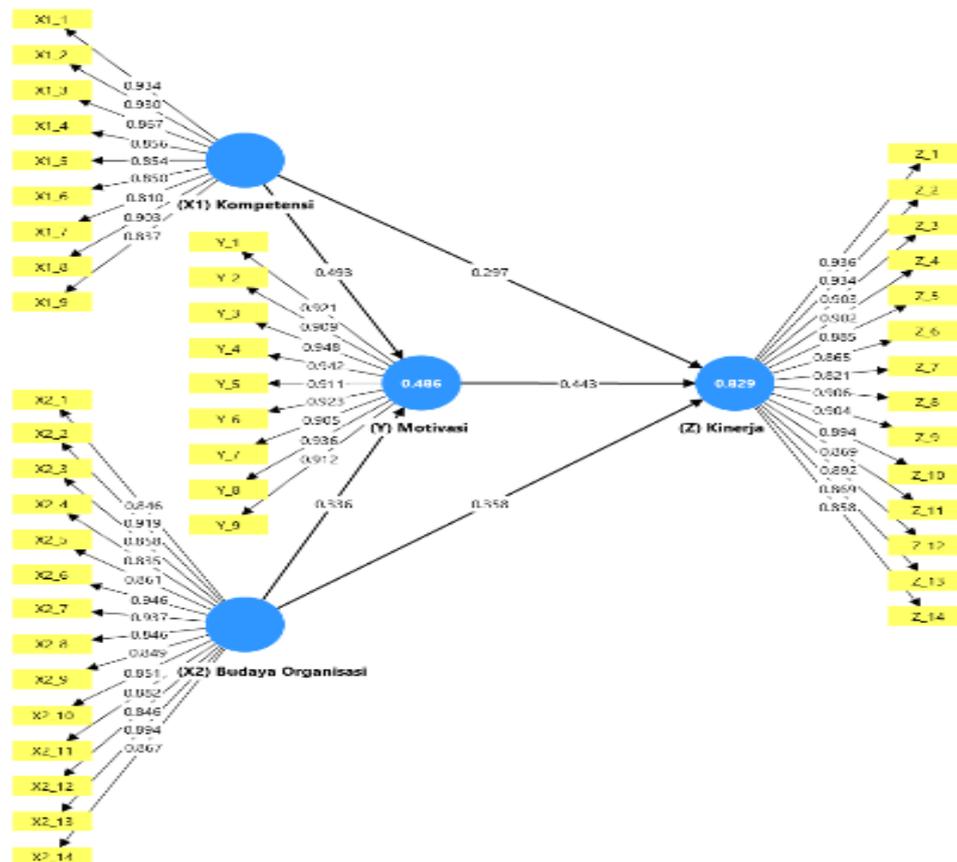
**Measurement Model Evaluation Results (Outer Model)**

The outer model evaluation aims to test the validity and reliability of the indicators, including:

**a. Convergent Validity Testing**

**1) Loading Factor**

Convergent validity is demonstrated through the magnitude of the loading factor, which represents the relationship between the latent construct and its measurement indicators. Convergent validity is assessed based on the magnitude of the loading factor, which describes the strength of the relationship between the indicator and the latent construct. As a requirement for eligibility, an indicator is deemed to meet the criteria if it achieves a minimum loading factor value of 0.70 for the construct being measured. Below are presented the results obtained from this analysis.



**Figure 1. Outer Loading**

Based on the SmartPLS 3.0 output, all research indicators showed outer loading values for each variable exceeding the minimum threshold of 0.70, thus meeting the convergent validity requirement. Overall, no indicators were eliminated because all met the convergent validity criteria, thus the measurement model was deemed suitable for proceeding to the structural analysis stage (inner model).

## 2) Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is used to assess the extent to which a latent construct explains the variance of its constituent indicators compared to the variance caused by measurement error. According to Hair et al. (2017), AVE provides an indication of whether the latent construct explains more of the indicator variance than the error variance. In other words, AVE ensures that the indicators used have good measurement quality.

Ghozali and Latan (2015) stated that a construct is said to have good convergent validity if the AVE value is  $\geq 0.50$ . An AVE value  $\geq 0.50$  indicates that more than 50% of the indicator's variance can be explained by the latent construct, while the remainder is explained by measurement error. The following table presents the AVE values:

**Table 2. Average Variance Extracted Values**

Variables	AVE values	Description
Competence (X1)	0.761	Valid
Organizational Culture (X2)	0.765	Valid
Motivation (Y)	0.852	Valid
Performance (Z)	0.790	Valid

Source: Smart PLS 4.0 Output (2025)

Based on Table 2, which presents the Average Variance Extracted (AVE) values for each research variable, it is known that all variables—competence, organizational culture, motivation, and employee performance—have AVE values above the recommended minimum threshold of 0.50. A high AVE value indicates that more than 50% of the variance in the indicators of each construct is successfully explained by that construct, thus concluding that the four variables in this study have excellent convergent validity.

### b. Discriminant Validity

Discriminant validity serves to verify that each latent construct analyzed has unique measurement characteristics and does not exhibit excessive similarity (overlap) with other constructs. This test was conducted using the cross-loading analysis method. An indicator is deemed to meet the requirements for discriminant validity if its loading value for the construct it is intended to measure is higher than its loading value for the other constructs. The results of applying this procedure in this study are presented below.

**Table 3. Cross Loading**

Item	Competence (X1)	Organizational Culture (X2)	Motivation (Y)	Performance (Z)
X1.1	0,934	0,499	0,610	0,792
X1.2	0,930	0,435	0,585	0,758
X1.3	0,867	0,304	0,532	0,537
X1.4	0,856	0,246	0,611	0,549
X1.5	0,854	0,208	0,540	0,603
X1.6	0,850	0,284	0,454	0,542
X1.7	0,810	0,338	0,496	0,574
X1.8	0,903	0,354	0,547	0,648
X1.9	0,837	0,358	0,505	0,532
X2.1	0,334	0,846	0,449	0,569
X2.2	0,332	0,851	0,435	0,576
X2.3	0,414	0,882	0,500	0,652
X2.4	0,341	0,846	0,534	0,599

Item	Competence (X1)	Organizational Culture (X2)	Motivation (Y)	Performance (Z)
X2.5	0,360	0,894	0,450	0,591
X2.6	0,301	0,867	0,407	0,546
X2.7	0,394	0,919	0,512	0,741
X2.8	0,360	0,858	0,483	0,552
X2.9	0,333	0,835	0,402	0,522
X2.10	0,329	0,861	0,455	0,691
X2.11	0,346	0,946	0,499	0,724
X2.12	0,340	0,937	0,489	0,710
X2.13	0,235	0,846	0,382	0,592
X2.14	0,366	0,849	0,457	0,543
Y.1	0,610	0,463	0,921	0,759
Y.2	0,586	0,503	0,909	0,761
Y.3	0,618	0,484	0,948	0,767
Y.4	0,597	0,490	0,942	0,741
Y.5	0,501	0,448	0,911	0,708
Y.6	0,569	0,429	0,923	0,742
Y.7	0,598	0,539	0,905	0,816
Y.8	0,543	0,533	0,936	0,732
Y.9	0,559	0,503	0,912	0,764
Z.1	0,615	0,661	0,733	0,936
Z.2	0,591	0,609	0,689	0,894
Z.3	0,664	0,662	0,624	0,869
Z.4	0,595	0,683	0,752	0,892
Z.5	0,608	0,654	0,652	0,869
Z.6	0,671	0,647	0,868	0,858
Z.7	0,703	0,605	0,716	0,934
Z.8	0,567	0,668	0,761	0,903
Z.9	0,556	0,676	0,680	0,902
Z.10	0,659	0,627	0,741	0,885
Z.11	0,596	0,600	0,702	0,865
Z.12	0,661	0,535	0,678	0,821
Z.13	0,698	0,575	0,822	0,906
Z.14	0,692	0,613	0,728	0,904

Source: Smart PLS 4.0 Output (2025)

Table 3 shows that all indicators in the research variables have cross-loading values greater than 0.7. Based on these results, it can be concluded that the indicators used in this study have good discriminant validity in compiling their variables. All indicators have cross-loading values greater than the cross-loading values of the other variables. Therefore, the requirements for discriminant validity are met, and the model can proceed to the next stage of analysis.

### c. Construct Reliability

Reliability reflects the instrument's ability to provide stable and consistent measurement results. Therefore, an instrument that meets these parameters can be considered reliable for the research data collection process. The construct reliability results in this study are presented through the Composite Reliability and Cronbach's Alpha values for each variable. Hair et al. (2017) stated that a construct is considered reliable if the composite reliability and Cronbach's Alpha values exceed 0.70.

The composite reliability and Cronbach's Alpha values for each variable can be seen in the following table:

**Table 4. Composite Reliability and Cronbach's Alpha**

Variables	Composite Reliability	Cronbach Alpha	Description
Competence (X1)	0,966	0,960	Reliabel
Organizational Culture (X2)	0,979	0,976	Reliabel
Motivation (Y)	0,981	0,978	Reliabel
Performance (Z)	0,981	0,979	Reliabel

Source: Smart PLS 4.0 Output (2025)

Based on Table 4, the results of the composite reliability and Cronbach's alpha tests indicate that all variables can be considered reliable because they have composite reliability values greater than 0.70. This means that all variables in the study can be considered reliable and trustworthy, and the research data can be used to produce the best research. Therefore, the constructs in this model are reliable and can be trusted for further testing.

### Structural Model Test (Inner Model)

The inner model evaluation was conducted to determine the strength of the relationships between latent variables and the model's ability to explain endogenous variables.

#### a. R Square

The coefficient of determination ( $R^2$ ) is used to measure the model's ability to explain the variance in the dependent variables. The coefficient of determination is a measure of the combined ability of exogenous latent variables to predict endogenous variable constructs. That is, the coefficient represents the amount of variance in the endogenous construct explained by all related exogenous constructs. This criterion is modified according to the number of exogenous variable constructs. Table 5 shows the results of the R-square estimation using SmartPLS 3.0:

**Table 5. R-Square Value**

Variables	R-Square
Motivation (Y)	0,486
Performance (Z)	0,829

Source: Smart PLS 4.0 Output (2025)

Table 5 shows the results for the R-square value of motivation at 48.4 percent and employee performance at 82.9 percent. These results indicate a moderate relationship between competency and organizational culture and motivation. Furthermore, the relationship between competency and organizational culture and employee performance is considered strong.

**b. Q-Square**

Ghozali & Latan (2015) state that a model is considered to have relevant predictive value if the Q-square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,486^2) (1 - 0,829^2)$$

$$Q^2 = 1 - (1 - 0,236) (1 - 0,687)$$

$$Q^2 = 1 - (0,764)(0,313)$$

$$Q^2 = 1 - 0,239$$

$$Q^2 = 0,761$$

The Q-square calculation result in this study was 0.761, indicating that the model in this study is adequate to explain the endogenous variables because the value of 0.761 is greater than 0.

**Hypothesis Testing**

Hypothesis testing on the effect of exogenous variables on endogenous variables is conducted by comparing the p-values of the path coefficients with a significance level of  $\alpha = 0.05$ . The test is considered highly significant if the p-value is less than or equal to 0.05 ( $p\text{-value} \leq 0.05$ ) or using the t-table value of 1.96. The criteria for rejecting and accepting the hypothesis are: if the t-statistic is greater than the calculated t-statistic, the hypothesis is rejected, and if the t-statistic is less than the calculated t-statistic, the hypothesis is accepted.

**a. Direct Effect**

Direct Effect analysis is conducted to test the significance of the causal relationship between the independent (exogenous) and dependent (endogenous) variables in the research model. This method verifies whether a predictor variable statistically influences the outcome variable. The statistical computation results of the test can be seen in the following table:

**Table. 6 Direct Effect**

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence (X1) -> Motivation (Y)	0,493	0,490	0,101	4,889	0,000
Competence (X1) -> Performance (Z)	0,297	0,297	0,089	3,355	0,001
Organizational Culture (X2) -> Motivation (Y)	0,336	0,340	0,124	2,702	0,007
Organizational Culture (X2) -> Performance (Z)	0,358	0,361	0,094	3,797	0,000
Motivation (Y) -> Performance (Z)	0,443	0,433	0,130	3,414	0,001

Source: Smart PLS 4.0 Output (2025)

The results of the direct effect test can be explained as follows:

1. The Effect of Competence on Motivation

The results of the hypothesis test indicate that the influence of the competency variable on motivation is demonstrated by a t-statistic of  $4.889 > 1.96$ , with a P-value of 0.000, less than 0.05. Therefore, hypothesis H1 is accepted. These results indicate that the competency variable has a positive and significant effect on motivation. This means that increasing competency will significantly affect motivation.

2. The Effect of Competence on Performance

The results of the hypothesis test indicate that the influence of the competency variable on performance is demonstrated by a t-statistic of  $3.355 > 1.96$ , with a P-value of 0.001, less than 0.05. Therefore, hypothesis H1 is accepted. These results indicate that the competency variable has a positive and significant effect on performance. This means that improving organizational culture will also improve performance.

3. The Effect of Organizational Culture on Motivation

The results of the hypothesis test indicate that the influence of organizational culture on motivation is shown by a t-statistic of  $2.702 > 1.96$ , with a P-value of 0.007, less than 0.05. Therefore, hypothesis H1 is accepted. These results indicate that organizational culture has a positive and significant effect on motivation. This means that an increase in organizational culture will significantly affect motivation.

4. The Effect of Organizational Culture on Performance

The results of the hypothesis test indicate that the influence of organizational culture on performance is shown by a t-statistic of  $3.797 > 1.96$ , with a P-value of 0.000, less than 0.05. Therefore, hypothesis H1 is accepted. These results indicate that organizational culture has a positive and significant effect on performance. This means that an increase in organizational culture will significantly affect performance.

5. The Effect of Motivation on Employee Performance

The results of the hypothesis test indicate that the motivation variable has a t-statistical value of  $3.414 > 1.96$ , and the P-value is 0.0001, which is less than 0.05. Therefore, hypothesis H1 is accepted. These results indicate that the motivation variable has a positive and significant effect on employee performance. This means that increased motivation will lead to improved performance.

**b. Indirect Effect**

The results of the indirect effect can be seen in the following table:

**Table 7. Indirect Effects**

<i>Indirrect Effects</i>	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence (X1) -> Motivation (Y) -> Performance (Z)	0,219	0,216	0,087	2,505	0,012
Organizational Culture (X2) -> Motivation (Y) -> Performance (Z)	0,149	0,147	0,070	2,118	0,034

Source: Smart PLS 4.0 Output (2025)

The results of the indirect effect test can be explained as follows:

1. The Effect of Competence on Employee Performance Through Motivation

The results of the hypothesis test indicate that the effect of the competency variable on employee performance, with motivation as the intervening variable, shows a path coefficient of 0.219, with a t-statistic of  $2.505 > 1.96$ , and a P-value of 0.012, less than 0.05, thus accepting hypothesis H1. These results indicate that the competency variable has a positive and significant effect on employee performance, mediated by motivation.

2. The Effect of Organizational Culture on Employee Performance Through Motivation

The results of the hypothesis test indicate that the effect of the competency variable on employee performance, with motivation as the intervening variable, shows a path coefficient of 0.149, with a t-statistic of  $2.118 > 1.96$ , and a P-value of 0.034, less than 0.05, thus accepting hypothesis H1. These results indicate that organizational culture has a positive and significant effect on employee performance, mediated by motivation.

## **Discussion**

### **Description of Competence, Organizational Culture, Motivation, and Employee Performance**

Respondents' responses to all study variables indicate that employee competency is in the high category. The organizational culture variable at the Muara Sabak Class IV Harbormaster and Port Authority Office is in the high category. Employee motivation to work is in the high category. Employee performance is also in the high category.

### **The Effect of Competence on Motivation**

The results of the study indicate that competency has a positive and significant effect on motivation. This finding aligns with Prasetyo & Nugroho (2020), which states that competency has a positive and significant effect on employee motivation. Competence influences motivation because employees demonstrate honesty in their work, take the initiative to help coworkers, demonstrate courtesy toward employees and other employees, identify work-related issues, find solutions to problems, have the skills to perform their jobs, possess relevant knowledge, support their work, and are willing to improve their knowledge, leading to promotions for outstanding performance.

### **The Influence of Organizational Culture on Motivation**

The research findings indicate that organizational culture has a positive and significant effect on employee motivation. This finding aligns with Schein's (2016) theory, which states that organizational culture is a set of values, norms, and basic assumptions that influence how organizational members think, feel, and act. These values and norms shape employee work attitudes, including motivation. Furthermore, Robbins and Judge (2017) explain that a strong organizational culture can increase work motivation because employees feel clear values, a sense of security, and a sense of alignment between personal and organizational goals. An organizational culture that emphasizes responsibility, cooperation, adherence to procedures, and work ethics will encourage employees to work with greater enthusiasm and be results-oriented. In the context of this research, organizational culture is reflected through ingrained work habits, such as adherence to work procedures, responsible use of work facilities, mutual respect among employees, and the ability to adapt to organizational norms and customs. These conditions create a conducive work environment that allows employees to feel valued and encouraged to increase their work motivation.

### **The Influence of Competence on Employee Performance**

The results of this study indicate that competency has a positive and significant impact on employee performance. This finding aligns with research by Mardiana et al. (2021) and Lianasari and Ahmadi (2022), which states that competency contributes positively and significantly to improving employee performance. The influence of competency on employee performance is reflected in the attitudes and abilities employees possess in carrying out their work. Employees demonstrate honesty in their work, take the initiative to help coworkers, and are polite to superiors and fellow employees. Furthermore, employees are able to identify tasks effectively, find solutions to problems they encounter, possess the skills to carry out their duties, and are supported by appropriate and relevant knowledge related to their field of work. Employees also demonstrate a willingness to continuously improve their knowledge to support task implementation. This results in excellent quality employee work results. Furthermore, employees are able to optimize their abilities and skills, utilize resources effectively, establish good communication with internal and external parties, and build relationships and collaboration that support the smooth execution of their duties.

### **The Influence of Organizational Culture on Employee Performance**

The results of this study indicate that organizational culture does not significantly influence employee performance. This finding aligns with research by Nelizulfa et al. (2018), which states that organizational culture does not always directly impact employee performance. Theoretically, Schein (2016) explains that organizational culture is fundamental and does not always have a direct impact on performance output, but rather influences employee attitudes and work behaviors. If organizational culture has not been fully internalized or is not supported by employee competence and motivation, then it will not necessarily directly improve performance. Furthermore, Denison (2018) states that organizational culture will impact performance if organizational values are translated into effective work practices. If employees are unable to adapt to work procedures and do not deeply understand organizational values, then organizational culture will not be able to drive improved employee performance.

### **The Influence of Motivation on Employee Performance**

The results of this study indicate that motivation has a positive and significant effect on employee performance. This finding aligns with research by Arfan et al. (2019) stated that motivation has a positive and significant contribution to improving employee performance. The influence of motivation on performance is reflected in the encouragement employees feel at work, such as opportunities for promotion, incentives and bonuses, and career development opportunities. Employees who work in accordance with their areas of expertise tend to be more responsible, strive to complete tasks well, and are driven to achieve set targets. Furthermore, awards and praise from management contribute to increased employee morale.

### **The Effect of Competence on Employee Performance Mediated by Motivation**

The results of this study indicate that competence has a positive and significant effect on employee performance through motivation. This finding aligns with research by Lianasari and Ahmadi (2022), which states that competence can improve employee performance with the support of work motivation. The influence of competence on performance, mediated by motivation, is evident in employee attitudes and abilities at work, such as honesty, initiative in helping coworkers, politeness, and the ability to identify tasks and solve problems. Employees also possess skills and knowledge relevant to their field of work and a willingness to continuously improve their competence. These conditions encourage increased employee motivation, reflected in opportunities for promotion, incentives and bonuses, career development opportunities, and recognition from management. Employees become more responsible, motivated to achieve targets, and strive to work in accordance with their expertise. The impact of good competence and motivation is reflected in improved employee performance, demonstrated through work results that align with organizational targets, structured work planning, timely completion of tasks, the ability to provide ideas and solutions, and optimal utilization of abilities, skills, and resources.

### **The Influence of Organizational Culture on Employee Performance Through Motivation**

The results of this study indicate that organizational culture has a positive and significant effect on employee performance through motivation. This finding supports the theory of Robbins and Judge (2017), which states that organizational culture indirectly influences performance through work attitudes, one of which is motivation. Furthermore, Denison (2018) emphasized that a strong organizational culture will increase organizational effectiveness if it is able to build employee engagement and commitment. This engagement manifests itself in high work motivation, which in turn drives improved employee

performance. In this study, an organizational culture that emphasizes responsibility, cooperation, adherence to procedures, and good work ethics can increase employee motivation. Motivated employees strive to achieve work targets, complete tasks on time, contribute ideas, and foster effective communication and collaboration. These conditions ultimately have a positive impact on employee performance. Thus, motivation acts as a mediating variable that strengthens the influence of organizational culture on employee performance. Thus, organizational culture does not have a direct effect, but rather an effect through increased work motivation.

## CONCLUSION

Based on the survey results, overall, respondents' perceptions of the four variables—competence, organizational culture, work motivation, and employee performance at the Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP)—demonstrate positive synergy. Competence is classified as very good, organizational culture is good, and employees feel motivated, thus driving optimal performance.

The research results also confirm that competence and organizational culture have a positive and significant influence on work motivation. Furthermore, work motivation has a positive and significant influence on employee performance. Furthermore, competence and organizational culture also indirectly influence employee performance through work motivation. The results of this study indicate that improving employee competence and strengthening a positive organizational culture can increase work motivation, which ultimately impacts employee performance.

This research needs to be followed up to examine other factors that can influence performance levels more comprehensively. This is important so that the banking industry, particularly at the Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP), can understand the various aspects that contribute to improved performance in providing quality services. Further research could also explore other variables, such as service transparency, information technology utilization, and employee commitment, which could potentially have a significant impact. Thus, the results obtained will provide material for a more comprehensive evaluation in future efforts to improve employee performance at the Muara Sabak Class IV Harbormaster and Port Authority Office (KSOP).

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