Building Employee Performance Excellence with Leadership, Professional Competence and PT Pelindo Multi Terminal's Career Development System

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Abstract

Employee performance is a crucial factor in achieving an organization's competitive advantage, especially in the port industry that demands high efficiency and productivity. This study aims to analyze the influence of leadership, professional competence, and career development system on the performance of PT Pelindo Multi Terminal employees. This study uses a quantitative research method with a causal associative approach. The population in this study is all employees of PT Pelindo Multi Terminal which is 170 people. The sampling technique uses the probability sampling method with a simple random sampling technique, where the determination of the number of samples is calculated using the Slovin formula for 63 respondents. The data analysis techniques used were descriptive analysis and inferential analysis using multiple linear regression analysis methods with the help of SPSS software version 25. The results of the study show that leadership has a positive and significant effect on employee performance. Professional competence has also been proven to have a positive and significant effect on employee performance. The career development system has a positive and significant effect on employee performance. The results of the simultaneous test showed that the three variables together had a significant effect on the performance of PT Pelindo Multi Terminal employees.

Keywords: Leadership, Competence, Career Development, Employee Performance.

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Introduction

PT Pelindo Multi Terminal (SPMT) is a sub-holding of PT Pelabuhan Indonesia (Persero) that manages non-container terminal operations (multipurpose) and acts as the backbone of regional logistics connectivity in Indonesia. Operational reliability and employee productivity are key factors for the achievement of organizational performance because terminal activities demand coordination, safety, and high efficiency. Employee performance is the key to an organization's success in achieving its strategic goals, considering that human resources are the most valuable asset that determines the effectiveness of the company's operations (Armstrong & Taylor, 2020). According to (Robbins & Judge, 2019) employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The importance of employee performance not only impacts individual productivity, but also contributes significantly to the achievement of organizational targets, customer satisfaction, and long-term business sustainability.

One of the important factors is effective leadership. According to (Hairiah et al., 2024) "Situational Theory emphasizes the flexibility of leaders in adjusting leadership styles based on the maturity level of followers and the demands of the situation at hand." Effective leadership includes transformational and transactional dimensions that are able to inspire, provide a clear vision, and create a work environment conducive to the development of employees' potential. (Northouse, 2017) affirms that effective leaders are able to build trust, open communication, and empowerment that encourage employees to work beyond basic expectations. In a study (Suhendro & Saragih, 2023), it was found that leadership effectiveness has a positive effect on employee performance. Research (Akbar et al., 2023) reported that situational leadership styles contributed 19.7% to employee performance variability. This confirms that leadership is a determinant variable in improving employee performance.

Professional competence refers to the knowledge, skills, and professional attitudes possessed by individuals in carrying out tasks efficiently and effectively. (Wibowo, 2017) defines competence as the ability of an individual (employee) to be able to carry out work or tasks based on skills and knowledge and supported by the work attitude demanded by a job. Professional competencies include the knowledge, skills, and attitudes needed to carry out tasks and responsibilities optimally. Employees are required to have qualified technical competence, problem-solving skills, and adaptability to technological and regulatory developments. In research in the educational environment, (Saifullah, 2019) defines professional competence as an important aspect that can affect teacher performance, although in the study the influence is positive but not always significant. Meanwhile, research (Iswanto, 2017) concluded that simultaneous work competence and professionalism have a significant influence on employee performance. Thus, strengthening employees' professional competencies can be an important strategy to improve work output and the quality of task execution.

In addition, the career development system is an equally important variable. The system includes career planning, mentoring, training, promotion, and job rotation programs that allow employees to thrive within the organization. (Dessler, 2020) explains that an effective career development system focuses not only on vertical development (promotion), but also horizontal (skill expansion) and diagonal (cross-functional transfer) development that enriches employee experience and capabilities. The importance of a career development system lies in its ability to increase intrinsic motivation, job satisfaction, organizational commitment, and retention of top talent. According to (Tarman et al., 2025), in their study career development systems have a positive and significant influence on employee performance; career programs such as training, promotion, and job rotation have been shown to improve competence and productivity. Another study by (Balbed & Sintaasih, 2019) states that career development affects employee performance through work motivation as a mediator. A well-designed career development system can build employee loyalty and commitment, as employees see a clear and fair career path. As stated in the career management study, a good career development system

allows companies to "tailor employees' skills, experience, and aspirations to the needs of the organization," as well as support promotion and compensation decisions (Suryawan & Suwandana, 2019). In addition, research (Putri et al., 2023) found that career development and work motivation together have a significant effect on improving employee performance.

Literature Review

2.1 Employee Performance

Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). According to Robbins and Judge (2019), employee performance is a function of the interaction between ability, motivation, and opportunity, where these three elements must exist simultaneously in order for optimal performance to be achieved. Armstrong and Taylor (2020) define performance as the achievement of measurable work results related to organizational goals, which are influenced by internal factors such as competence, motivation, and commitment, as well as external factors such as management systems, leadership, and organizational culture. The importance of employee performance in the context of the organization lies in its contribution to productivity, operational efficiency, customer satisfaction, and the achievement of competitive advantage, so management needs to identify and manage factors that affect performance systematically and continuously (Aguinis, 2019). According to (Rizky, M., 2022), performance is the results achieved by a worker, which can be seen from the quality and quantity that have been done by a worker in carrying out tasks and responsibilities in the company, workers who have had good performance will also provide good results for the company to be able to achieve maximum results for the company.

2.2 Leadership

Effective leadership is defined as the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve a common goal (Yukl, 2013). (Northouse, 2017) explains that effective leadership is the ability of individuals to influence, motivate, and enable others to contribute to the effectiveness and success of an organization through various leadership styles tailored to the situation and characteristics of followers. According to said that leadership style is a leader's behavior pattern in influencing his followers, the definition of a dynamic leadership style, leadership style can change depending on the followers and the situation. Kouzes and Posner (2017) identified five effective leadership practices that include: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart, which have been empirically proven to correlate positively with team and organizational performance. Leadership style reflects the way a leader influences and directs subordinates in achieving organizational goals (Pratiwi & Rizky, 2024).

2.3 Competence

Professional competence is a basic characteristic of an individual that includes knowledge, skills, and attitudes necessary to carry out work effectively and achieve performance standards set in various work situations (Spencer & Spencer, 1993). (Wibowo, 2017) defines competence as the ability of an individual (employee) to be able to carry out work or tasks based on skills and knowledge and supported by the work attitude demanded by a job. According to Boyatzis (2008), competence is a person's capabilities or abilities that can be demonstrated and includes knowledge, technical and functional skills, as well as behavioral characteristics and values that distinguish superior performers from average performers. McClelland (1973) in his pioneering competency theory stated that competence can predict job success more than intelligence tests or academic achievement alone, because competence reflects the real ability to apply knowledge to a specific work context. Sanghi (2016) classifies

competencies into three main categories: core competencies (core competencies needed by all employees in the organization), functional competencies (functional competencies specific to a specific area of work), and behavioral competencies (behavioral competencies related to attitudes and values).

2.4 Career Development System

A career development system is a structured and ongoing process that organizations design to assist employees in planning, managing, and developing their career paths through a variety of training programs, job rotations, mentoring, and succession planning that are aligned with the organization's needs and individual aspirations (Greenhaus et al., 2019). According to (Dessler, 2020) career development is a lifelong process that involves a series of activities such as career planning, career management, and career development that require commitment and collaboration between employees, managers, and organizations. According to (Hasibuan, 2017) in (Rizky et al., 2023), development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the requirements of the job or position through education and training. (Noe, 2017) emphasizes that an effective career development system should include four key components: career assessment (career assessment to identify strengths and areas of development), career exploration (exploration of the various career paths available), goal setting (setting specific and measurable career goals), and implementation strategies (implementation strategies through concrete development programs), which systemically contribute to increased motivation, job satisfaction, organizational commitment, and ultimately employee performance.

Research Methodology

This study uses a quantitative research method with a causal associative approach which aims to analyze the influence of effective leadership, professional competence, and career development system on the performance of PT Pelindo Multi Terminal employees. According to (Sugiyono, 2019), quantitative research is a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, data analysis of quantitative/statistical nature with the aim of testing the hypothesis that has been determined. The population in this study is all employees of PT Pelindo Multi Terminal which is 170 people. The sampling technique uses the probability sampling method with a simple random sampling technique, where the determination of the number of samples is calculated using the Slovin formula (Umar, 2013) as follows: $n = N / (1 + N.e^2)$, where n is the number of samples, N is the number of populations, and e is the margin of error which is set at 5% or 0.05. Based on these calculations, the number of samples was obtained: $n = 170 / (1 + 170 \times 0.01^2) = 170 / (1 + 1.7) = 170 / 27 = 62.93$ which was rounded up to 63 respondents. Data collection was carried out using a questionnaire with a Likert scale of 1-5 which has been tested for validity and reliability, where according to (Ghozali, 2018) an instrument is said to be valid if the value of r is calculated > r of the table and reliable if the value of Cronbach's Alpha > 0.70.

The data analysis techniques used were descriptive analysis and inferential analysis using multiple linear regression analysis methods with the help of SPSS software version 25. According to (Ghozali, 2018), multiple regression analysis is used to measure the strength of the relationship between two or more variables and show the direction of the relationship between dependent variables and independent variables. The stages of data analysis include: (1) data quality test through validity test by comparing r calculation with r table and reliability test by looking at Cronbach's Alpha value; (2) classical assumption test which includes normality test using the Kolmogorov-Smirnov test, multicollinearity test by looking at Tolerance and VIF values, heteroscedasticity test using Glejser test, and linearity test; (3) descriptive analysis to describe respondent characteristics and respondent answer distribution using mean, standard deviation, frequency, and percentage; (4) multiple linear regression

analysis with equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y is employee performance, X_1 is effective leadership, X_2 is professional competence, X_3 is a career development system, a is constant, b_1, b_2, b_3 is the regression coefficient, and e is the error term; (5) a coefficient of determination test (R^2) to measure how far the model's ability to explain variations in dependent variables; (6) F test (simultaneous) to determine the effect of independent variables together on dependent variables with a significance level of 0.05; and (7) t-test (partial) to determine the influence of each independent variable individually on the dependent variable, where the hypothesis is accepted if the significance value is < 0.05 or t is calculated $>$ t table (Priyatno, 2014). According to (Santoso, 2018) the use of multiple regression analysis provides ease in interpreting the results of the study and determining which independent variables are the most dominant affecting the dependent variables.

Results
4.1 Descriptive Statistical Analysis

Descriptive statistical analysis is used to describe the characteristics of research data through minimum, maximum, mean, and standard deviation values so as to provide a preliminary picture of the distribution of variables (Ghozali, 2018). The test is carried out by processing data on statistical software such as SPSS to obtain a summary of the statistics.

Table 1. Descriptive Statistical Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership	63	22	30	27.17	2.012
Competence	63	37	50	45.11	3.173
Career Development	63	16	20	17.75	1.626
Employee Performance	63	38	50	45.11	3.346
Valid N (listwise)	63				

Based on descriptive statistical analysis of 63 respondents of PT Pelindo Multi Terminal employees, an overview was obtained that the leadership variable had a score range of 22-30 with an average of 27.17 (standard deviation of 2.012), showing that employee perception of leadership was in the good category with relatively low data variation. The professional competence variable shows a score range of 37-50 with an average of 45.11 (standard deviation of 3.173), indicating a high level of employee competence but with quite a variety of variations. The Career Development system has a score range of 16-20 with an average of 17.75 (standard deviation of 1.626), reflecting a positive perception of the career development system with good consistency among respondents. Meanwhile, employee performance was in the score range of 38-50 with an average of 45.11 (standard deviation of 3.346), describing a high level of performance despite having the highest variation among the four variables, indicating differences in individual performance achievements that need attention in efforts to improve overall performance excellence.

4.2 Classic Assumption Test

The classical assumption test is used to ensure that the regression model meets the BLUE (Best Linear Unbiased Estimator) assumption as per the classical linear regression theory (Gujarati, 2012). The tests included normality, multicollinearity, heteroscedasticity, and autocorrelation before regression analysis was performed.

4.3 Normality Test

The normality test aims to find out whether the residual data in the regression model is normally distributed (Ghozali, 2018). The test can be performed using Kolmogorov-Smirnov or Shapiro-Wilk by looking at a significance value of > 0.05 as an indication of normally distributed data.

Histogram
Dependent Variable: Employee Performance
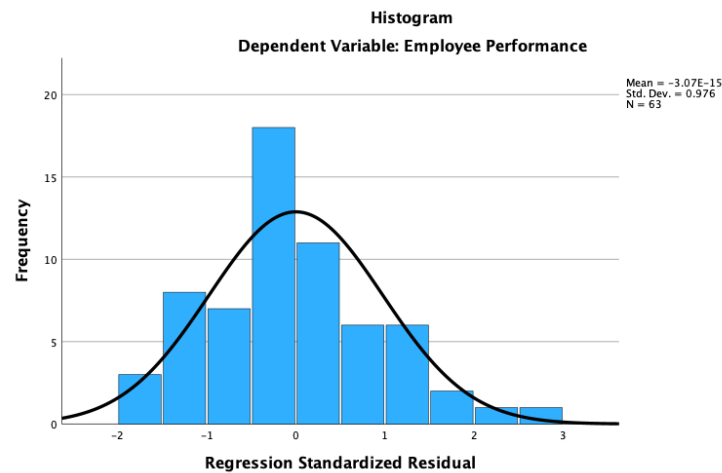
Mean = −3.07E−15
Std. Dev. = 0.976
N = 63

Figure 1. Histogram – Normality Test

Based on Figure 1. Histogram – Normality Test, it can be seen that the residual distribution pattern forms a curve that is close to normal so that it can be concluded that the data meets the assumption of normality.
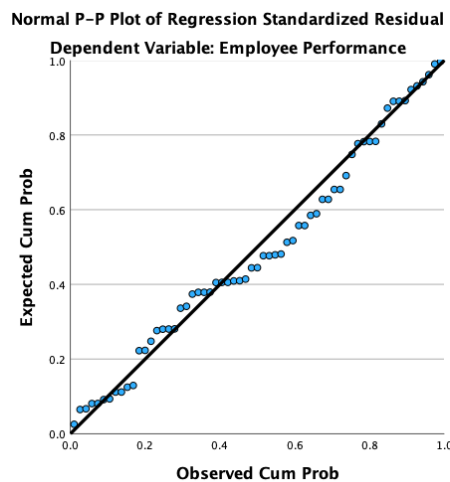
Normal P–P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance

Figure 2. Normal P-Plot

Based on Figure 2. Normal P–P Plot, the residual points appear to be spread along a diagonal line, indicating that the data meets the assumption of normality.

Table 2. Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		63
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.89409536
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.053
Test Statistic		.091
Asymp. Sig. (2-tailed)[c]		.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	.218
	99% Confidence Interval Lower Bound	.208

Upper Bound		.229

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 926214481.

Based on Table 2 Kolmogorov-Smirnov, the value of Asymp. A sig. of 0.200 (> 0.05) indicates that the residual data is normally distributed so that the assumption of normality is met.

4.4 Multicollinearity Test

Multicollinearity tests are used to ensure that independent variables are not highly correlated with each other. The test was carried out by looking at the values of Tolerance (>0.10) and VIF (<10) as indications of no multicollinearity (Gujarati, 2012).

Table 3. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership	.255	3.914
	Competence	.229	4.372
	Career Development	.781	1.280

a. Dependent Variable: Employee Performance

Based on Table 3, all variables have a Tolerance value above 0.10 and VIF below 10, so it can be concluded that the regression model does not experience symptoms of multicollinearity.

4.5 Heteroscedasticity Test

The heteroscedasticity test was carried out to check whether there was a residual variance disparity at each predictor level (Ghozali, 2018). The test can use the Glejser test or look at patterns on the scatterplot, and the heteroscedasticity-free model if the significance value is > 0.05 or the random scatter point pattern.
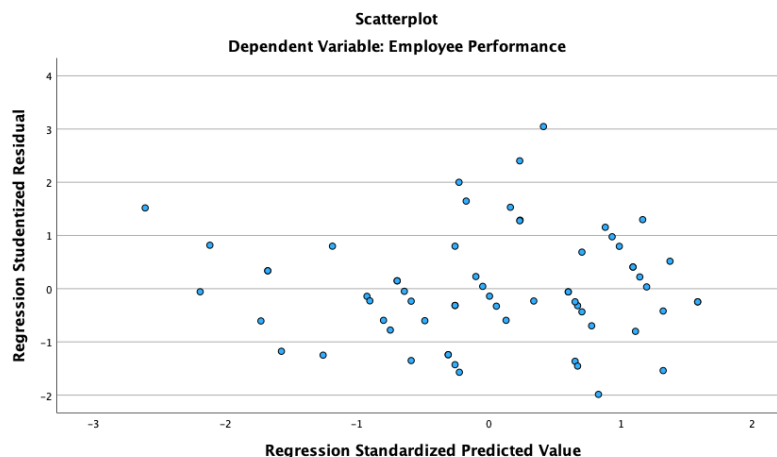

Figure 3. Scatterplot

Based on the Scatterplot Image, the residual points are randomly scattered without a specific pattern so that it can be concluded that the regression model is free of the symptoms of heteroscedasticity.

Table 4. Glejser Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.005	1.106		.909	.367
	Leadership	.058	.071	.208	.827	.412
	Competence	-.016	.047	-.090	-.338	.737
	Career Development	-.067	.050	-.192	-1.332	.188

a. Dependent Variable: ABRESID

Based on the results of the Glejser test in Table 4, it is known that all independent variables, namely leadership (Sig. 0.412), professional competence (Sig. 0.737), and career development (Sig. 0.188) have a significance value greater than 0.05 to the residual absolute value. This shows that the regression model does not experience heteroscedasticity problems, so the homoscedasticity assumption is fulfilled and the model is feasible to use.

4.6 Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the influence of more than one independent variable on the dependent variable (Ghozali, 2018). The test was carried out by entering all variables into the model and obtaining the values of regression coefficient, significance, and goodness of fit.

Table 5. Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.371	1.794		1.322	.191
	Leadership	1.249	.114	.751	10.912	.001
	Competence	.167	.077	.158	2.178	.033
	Career Development	.339	.081	.165	4.181	.001

a. Dependent Variable: Employee Performance

Based on table 5 above, the regression equation is obtained as follows:
$Y = -2.371 + 1.249X_1 + 0.167X_2 + 0.339X_3$

a. The value of constant (a) indicates the magnitude of the employee's performance value (Y). This states that if the variables of leadership, professional competence, and career development are considered constant, then the employee performance value is -2.371.

b. The regression coefficient of the leadership variable (X_1) has a value of 1.249. This means that if the leadership (X_1) increases by 1 unit, the employee performance level (Y) will increase by 1.249 assuming that other independent variables are constant.

c. The regression coefficient of the professional competency variable (X_2) has a value of 0.167. This means that if professional competence (X_2) increases by 1 unit, the amount of employee performance level (Y) will increase by 0.167 assuming that other independent variables are constant.

d. The regression coefficient of the variable of career development (X_3) has a value of 0.339. This means that if career development (X_3) increases by 1 unit, the employee performance level (Y) will increase by 0.339 assuming that other independent variables are constant.

4.7 T test (Partial)

The t-test aims to determine the influence of each independent variable individually on the dependent variable (Ghozali, 2018). The test was carried out by looking at the significance value of < 0.05 or the t-value of the $>$ t table as evidence that the partial hypothesis was accepted.

Table 6. T test (Partial)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.371	1.794		1.322	.191
	Leadership	1.249	.114	.751	3.912	.001
	Competence	.167	.077	.158	2.178	.033
	Career Development	.339	.081	.165	4.181	.001

a. Dependent Variable: Employee Performance

Based on table 6 above, the results of the t-test (partial) for each independent variable on employee performance can be explained as follows:

a. Influence of Leadership (X_1) on Employee Performance (Y)

The results of the t-test showed that the leadership variable had a calculated t-value of 3.912 with a significance value of 0.001 ($p < 0.05$). The t-value of the table with a significance level of 5% and df $= 59$ (n-k-1 $= 63$-3-1) is 2.001. Since t is calculated (3.912) $>$ t table (2.001) and the significance value is 0.001 < 0.05, H$_0$ is rejected and H$_1$ is accepted. This shows that leadership has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. A beta coefficient value of 0.751 indicates that leadership contributes the most compared to other variables in improving employee performance.

a. The Effect of Professional Competence (X_2) on Employee Performance (Y)

The results of the t-test showed that the professional competency variable had a calculated t-value of 2.178 with a significance value of 0.033 ($p < 0.05$). Since t is calculated (2.178) $>$ t table (2.001) and the significance value is 0.033 < 0.05, H$_0$ is rejected and H$_1$ is accepted. This shows that professional competence has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. A Beta coefficient value of 0.158 indicates that any improvement in professional competence will significantly improve employee performance.

b. The Influence of Career Development (X_3) on Employee Performance (Y)

The results of the t-test showed that the career development variable had a calculated t-value of 4.181 with a significance value of 0.001 ($p < 0.05$). Since t is calculated (4.181) $>$ t table (2.001) and the significance value is 0.001 < 0.05, H$_0$ is rejected and H$_1$ is accepted. This shows that career development has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. A Beta coefficient value of 0.165 indicates that a good career development system makes a significant contribution to improving employee performance.

4.8 F Test (Simultaneous)

The F test is used to test whether all independent variables together have a significant effect on the dependent variables. The test was carried out by comparing the significance value (<0.05) or F count $>$ F table to state the simultaneously accepted hypothesis (Gujarati, 2012).

Table 7. F Test (Simultaneous)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	644.659	3	214.886	255.801	.001[b]
	Residual	49.563	59	.840		
	Total	694.222	62			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Leadership, Competence

Based on table 7 above, the results of the F test (simultaneous) show that the F value is calculated as 255.801 with a significance value of 0.001 ($p < 0.05$). The F value of the table with a significance level of 5% and a number-free degree (df_1) = 3 and a denominator-free degree (df_2) = 59 is 2.76. Since F is calculated (255.801) > F table (2.76) and the significance value is 0.001 < 0.05, H_0 is rejected and H_1 is accepted. This shows that leadership, professional competence, and career development simultaneously (together) have a positive and significant effect on the performance of PT Pelindo Multi Terminal employees.

4.9 Coefficient of Determination (R^2)

The determination coefficient (R^2) is used to measure how much an independent variable is capable of explaining the variation in changes in dependent variables in a regression model (Ghozali, 2018). The test was carried out by looking at the value of R Square or Adjusted R Square, where a value that is getting closer to 1 indicates that the model has better predictive capabilities.

Table 7. Coefficient of Determination (R^2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664[a]	.629	.625	.717

a. Predictors: (Constant), Career Development, Leadership, Competence

b. Dependent Variable: Employee Performance

Based on table 7 above, the results of the determination coefficient (R^2) test showed a correlation value (R) of 0.664 which indicates that there is a strong relationship between leadership variables, professional competence, and career development together on the performance of PT Pelindo Multi Terminal employees. An R Square (R^2) value of 0.629 indicates that 62.9% of the variation in employee performance changes can be explained by leadership variables, professional competence, and career development, while the remaining 37.1% is influenced by other variables not studied in this study such as compensation, work environment, organizational culture, or other factors.

Conclusion

The results of the study show that leadership has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. Effective leaders are able to inspire, motivate, and provide clear direction to employees to achieve organizational goals. Good leadership at PT Pelindo Multi Terminal is reflected in the ability of leaders to provide a clear vision, effective communication, appropriate decision-making, and the ability to build positive interpersonal relationships with employees, so as to encourage employees to work optimally and increase their work productivity.

The results of the study show that professional competence has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. Professional competencies that include the knowledge, skills, and work attitudes possessed by employees are important factors in supporting the successful implementation of duties and responsibilities. PT Pelindo Multi Terminal employees who have good professional competence tend to be more able to

complete work effectively and efficiently, able to adapt to changes in technology and work procedures, and able to take the initiative in overcoming the problems they face. Although the influence is not as great as leadership, professional competence still makes a significant contribution to improving employee performance, so companies need to continue to improve employee competencies through training and career development programs to ensure employees have the skills that are appropriate to the job demands and the dynamic development of the port industry.

Career development has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. A clear career development system motivates employees to improve their performance because they have hope and certainty about the career path that can be achieved in the future. Employees who see opportunities to grow and advance in their careers tend to be more committed to the organization and strive to show their best performance. At PT Pelindo Multi Terminal, a career development system that includes career path clarity, fair promotion opportunities, training and development programs, and objective performance appraisals has been proven to encourage employees to improve their productivity and quality of work, so the company needs to maintain and continuously improve the career development system to create better performance advantages.

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