

THE DETERMINATION OF KNOWLEDGE, COMPETENCE, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT THE OFFICE OF HARBORMASTER AND PORT AUTHORITY OF BATAM THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE

Rayessandi^{1*}, Chablullah Wibisono², Sarmini³

Universitas Batam, Batam, Indonesia^{1,2,3}

E-mail: 64123041@univbatam.ac.id

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Abstract

This study aims to analyze the influence of knowledge, competence, and organizational commitment on employee performance, with work motivation as an intervening variable, at the Port Authority and Harbormaster Office of Batam. The research employed a quantitative approach using path analysis on 123 respondents selected through proportional random sampling. Data were collected via questionnaires and analyzed using validity and reliability tests, classical assumption tests, multiple regression analysis, and path analysis. The findings reveal that knowledge, competence, and organizational commitment have a positive and significant effect on work motivation. Furthermore, knowledge, competence, organizational commitment, and work motivation positively and significantly affect employee performance. Work motivation was proven to mediate the relationship between knowledge, competence, and organizational commitment on employee performance. These results highlight the importance of enhancing knowledge, competence, and organizational commitment to foster work motivation and optimize employee performance.

Keywords: *competence, employee performance, knowledge, organizational commitment, work motivation*

INTRODUCTION

In the era of globalization, companies urgently need competent and qualified human resources to adapt and strengthen themselves in competition. Human resources play an active role as planners, implementers, and determinants of organizational goal achievement. The success of a company is inseparable from the performance of its human resources, therefore performance evaluation is needed to determine the extent to which employees can play a role in company growth. Human Resource Management (HRM) is a process of handling various employee problems through training, development, compensation provision, and maintenance to achieve organizational goals while ensuring optimal performance (Budiyanto & Mochklas, 2020). Employee performance is one of the important aspects that must be considered by companies, as employee performance guides companies to achieve their goals. Employee performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions and agreements. Many studies have been conducted on employee performance in various companies, agencies, hotels, and others, but few studies have been conducted in government transportation offices (Suryandini, 2021).

The Port Authority and Harbormaster Office of Batam is a government regulatory institution for ports that regulates, controls, and supervises commercial port activities. The duties of the Harbormaster are regulated in Law No. 17 of 2008 concerning Shipping and Regulation of the Minister of Transportation No. PM 36 of 2012, which aims to improve healthy competence and performance efficiency of all ports in the country. The Harbormaster is a government official appointed by the Minister of Transportation and represents the highest authority in carrying out supervision to ensure safety and comfort of shipping. However, there are indications of low quality of State Civil Apparatus (ASN) reflected in the many disciplinary violations committed. As an effort to improve ASN discipline, the Indonesian Government enforced Government Regulation Number 53 of 2010 concerning Civil Servant

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Disciplinary Regulations. The disciplinary problems at the Port Authority and Harbormaster Office of Batam can be seen from the 2023 employee attendance data presented in the following table:

Table 1 Employee Attendance at Port Authority and Harbormaster Office of Batam

Month	Total Employees	Present	Late	Absent	Permission	Sick
January	177	146	24	0	5	2
February	177	155	19	0	2	1
March	177	150	20	0	6	1
April	177	158	18	0	1	0
May	177	157	16	0	3	1
June	177	155	14	0	4	4
July	177	159	14	0	2	2
August	177	153	19	0	1	4
September	177	146	29	0	0	2
October	177	145	30	0	0	2
November	177	154	21	0	2	0
December	177	160	14	0	2	1

Source: Port Authority and Harbormaster Office of Batam (2025)

The data shows fluctuating tardiness levels with peaks in October (30 people) and September (29 people) out of a total of 177 employees. Field findings indicate that although employees have received substantial compensation based on job analysis, they have not yet shown optimal work results. There are still employees who often shirk work responsibilities, arrive late, only fill attendance and then do not immediately perform tasks, spend more time playing with mobile phones, and frequently leave the office with various excuses such as having breakfast, taking children to school, going to the market, and so forth. This condition is also reflected in the inconsistent Employee Performance Target (SKP) values over the last 4 years as shown in the following table:

Table 2 Average Employee Performance Targets at Port Authority and Harbormaster Office of Batam 2020-2023

Aspect	2020	2021	2022	2023
Quality	92.00	91.17	91.00	90.00
Work Quantity	88.00	88.00	88.00	88.00
Responsibility	87.00	87.75	87.00	87.00
Cooperation	88.00	88.00	89.00	88.00
Initiative	87.00	87.75	88.00	87.00
Average Value	88.40	88.53	88.60	88.00

Source: Port Authority and Harbormaster Office of Batam (2025)

Based on the table, it is known that over the last 4 years, the average employee performance evaluation results show values in the good category (above 80). However, the overall average SKP values range from 88.00 to

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88.60, indicating stagnation without significant improvement or decline. Employee compliance problems include not adhering to working hours, leaving the workspace during work hours, using work time unproductively, and using break time beyond the given limits. The cooperation element also experiences problems due to lack of cohesion among employees, while the leadership element is problematic due to insufficient coordination between leaders and members and lack of firmness regarding violations. Factors influencing employee performance include knowledge as an important organizational resource for achieving competitive advantage in a knowledge-based economy. Competence also plays an important role as the ability to carry out work activities according to expected work standards. Organizational commitment is the identification and relatively strong attachment of a person to the organization, where employees with high commitment have good work performance, low absenteeism, and low turnover. Work motivation as a process of providing encouragement by giving work enthusiasm so that someone is willing to work optimally describes a consistent combination of internal and external drives indicated by desire and interest. This research refers to Narendra's (2023) study entitled "The Effect of Competence, Organizational Commitment and Work Motivation on Employee Performance at PT. Indah Permai Denpasar" which shows that these three variables have a significant positive effect on employee performance. This research adds the knowledge variable and makes work motivation an intervening variable to provide a more comprehensive understanding of the mechanism for improving employee performance at the Port Authority and Harbormaster Office of Batam.

LITERATURE REVIEW

A well-functioning organization requires a strong theoretical foundation to ensure that its operations and human resource management strategies are aligned with long-term objectives. This literature review synthesizes existing research and theoretical frameworks on management, human resource management (HRM), employee performance, knowledge, competence, organizational commitment, and work motivation, all of which form the conceptual basis for this study.

1. Management Theories

Management is broadly defined as the process of planning, organizing, directing, and controlling resources to achieve organizational goals effectively and efficiently (Hasibuan, 2018; Wibowo, 2019). The grand theory underpinning this study is general management theory, which emphasizes the integration of human and non-human resources to achieve desired outcomes. Middle-range theories focus on HRM as a strategic approach to managing people in ways that foster both organizational and employee success. Applied theories are concerned with specific constructs such as employee performance, knowledge, competence, commitment, and motivation.

2. Human Resource Management (HRM)

HRM encompasses the planning, recruitment, training, development, motivation, and evaluation of employees to maximize both individual and organizational performance (Yuliawan & Nurrohman, 2021; Wijaya, 2023). Effective HRM is built on the recognition that human resources are the most valuable asset in achieving competitive advantage. Previous studies have shown that HRM practices that emphasize skills development, employee engagement, and performance-based rewards positively influence productivity and organizational outcomes.

3. Employee Performance

Employee performance is defined as the quality and quantity of work achieved by an employee in accordance with assigned responsibilities (Mangkunegara, 2019; Rahyuda, 2022). Factors influencing performance include ability, motivation, and work environment. Performance evaluation serves as a feedback mechanism, helping organizations identify strengths, address weaknesses, and design targeted interventions for improvement.

4. Knowledge

Knowledge is a critical organizational resource, encompassing an individual's ability to recall, understand, apply, analyze, synthesize, and evaluate information (Adhari, 2020; Busro, 2018). In the knowledge economy, organizations must effectively manage both explicit and tacit knowledge to remain competitive. Prior studies highlight that well-managed knowledge resources enhance innovation, decision-making, and overall performance.

5. Competence

Competence refers to the combination of knowledge, skills, and abilities required to perform a specific job effectively (Arief, 2022; Afandi, 2021). Competence can be categorized into threshold competencies—basic skills

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required for job performance—and differentiating competencies, which distinguish high performers from average ones. Research indicates that competence directly impacts productivity, job satisfaction, and organizational success.

6. Organizational Commitment

Organizational commitment is the degree to which employees identify with organizational goals, values, and objectives, and their willingness to remain with the organization (Rahman, 2022; Rizal, 2023). High organizational commitment is associated with reduced absenteeism, lower turnover, and improved performance. It can be classified into affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (obligation to remain).

7. Work Motivation

Work motivation is the internal and external drive that stimulates individuals to achieve work-related goals (Rahyuda, 2022). Motivated employees are more likely to demonstrate persistence, creativity, and high performance. Theories of motivation, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, have been widely applied in HRM to design policies that foster employee engagement and satisfaction.

8. Hypotheses

Based on the comprehensive literature review, theoretical foundation, and conceptual framework developed in this study, along with the identification of research problems at the Port Authority and Harbormaster Office of Batam regarding employee performance issues, several research hypotheses have been formulated to guide the empirical investigation. These hypotheses are designed to test the relationships between knowledge, competence, organizational commitment as independent variables, work motivation as an intervening variable, and employee performance as the dependent variable. The hypotheses encompass both direct and indirect effects to provide a comprehensive understanding of the causal mechanisms influencing employee performance in the government maritime regulatory institution.

- H₁** : Knowledge has a positive and significant effect on Work Motivation of employees at the Port Authority and Harbormaster Office of Batam.
- H₂** : Competence has a positive and significant effect on Work Motivation of employees at the Port Authority and Harbormaster Office of Batam.
- H₃** : Organizational Commitment has a positive and significant effect on Work Motivation of employees at the Port Authority and Harbormaster Office of Batam.
- H₄** : Knowledge has a positive and significant effect on Employee Performance at the Port Authority and Harbormaster Office of Batam.
- H₅** : Competence has a positive and significant effect on Employee Performance at the Port Authority and Harbormaster Office of Batam.
- H₆** : Organizational Commitment has a positive and significant effect on Employee Performance at the Port Authority and Harbormaster Office of Batam.
- H₇** : Work Motivation has a positive and significant effect on Employee Performance at the Port Authority and Harbormaster Office of Batam.
- H₈** : Work Motivation mediates the effect of Knowledge on Employee Performance at the Port Authority and Harbormaster Office of Batam.
- H₉** : Work Motivation mediates the effect of Competence on Employee Performance at the Port Authority and Harbormaster Office of Batam.
- H₁₀** : Work Motivation mediates the effect of Organizational Commitment on Employee Performance at the Port Authority and Harbormaster Office of Batam.

METHOD

1. Research Approach

This study employs a quantitative research methodology. According to Sugiyono (2019), quantitative research is a research method based on positivism philosophy, used to examine specific populations or samples, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

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2. Population and Sample

The population must possess characteristics consistent with the inference object. According to Sugiyono (2019), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and conclusions drawn. Population represents the collection of all measurements, objects, or individuals being studied. In this research, the population consists of all employees at the Port Authority and Harbor Master Office of Batam, totaling 177 individuals. Sample represents a portion or representative of the studied population. If subjects are fewer than 100, it is preferable to include all subjects. Conversely, if subjects exceed 100, it is better to select between 10-15% or 20-25%. The sampling method used in this research is saturated sampling. Saturated sampling is a sampling technique where all population members are used as samples. In this study, the population at the Port Authority and Harbor Master Office of Batam totals 177 respondents, as detailed in the table below:

Table 3. Research Sample Distribution

Department	Number of Respondents
PPNPN	30
TU	29
Ship Seaworthiness	26
KBPPH	64
Port Operations	16
Regional Office Head	12
Total	177

Source: Port Authority and Harbor Master Office of Batam

3. Data Types and Sources

The type of data used in this research is primary data. Primary data constitutes research data sources obtained directly from original sources (not through intermediary media). Primary data is specifically collected through interviews and questionnaire distribution conducted by researchers to answer research questions. Data were obtained by distributing questionnaires to employees of the Port Authority and Harbor Master Office of Batam through direct delivery to relevant parties.

4. Data Collection Techniques

Data collection techniques represent methods for obtaining data in conducting research activities, implemented through two primary approaches in this study. The questionnaire method involves distributing question or statement lists to respondents, expecting them to provide responses to determine independent and dependent variable data through intervening variables, which according to Ghazali (2019) constitutes a data collection technique implemented by providing sets of written questions or statements to respondents for completion. Additionally, literature review involves data collection by studying and understanding books related to independent and dependent variables through intervening variables, including literature, journals, mass media, and research findings, providing comprehensive theoretical foundation and empirical support for the research framework.

5. Research Instruments and Instrument Framework

Research Instruments

Research instruments are tools used to measure natural and social phenomena under observation. The variables used in this research employ Likert scale, a psychometric scale commonly used in questionnaires and widely applied in survey research, providing assessments based on the following weights:

6. Data Analysis Techniques

Data analysis employs SPSS version 23.0 beginning with instrument quality testing through validity analysis using Pearson correlation where $r\text{-calculated} > r\text{-table}$ at 5% significance level indicates valid items, and reliability testing using Cronbach's Alpha > 0.60 for reliable measurements. Classical assumption testing includes normality test using Kolmogorov-Smirnov ($\text{sig} > 0.05$ indicates normal distribution), multicollinearity test with tolerance value > 0.1 or $\text{VIF} < 10$ indicating no multicollinearity, and heteroscedasticity test using Glejser test where unstandardized coefficients > 0.05 significance value indicates homoscedasticity. Multiple regression analysis is conducted with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4Z + e$, where Y represents employee performance, X_1 - X_3 are knowledge,

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competence, and organizational commitment respectively, Z is work motivation, and e is the error term. Hypothesis testing uses partial t-test ($\alpha = 0.10$) where $t\text{-calculated} > t\text{-table}$ or $\text{sig} < 0.10$ indicates significant individual effects, simultaneous F-test where $F\text{-calculated} > F\text{-table}$ or $\text{sig} < 0.05$ indicates significant collective effects, and coefficient of determination (R^2) to measure the model's explanatory power with values approaching 1.0 indicating better predictive capability of independent variables on the dependent variable.

RESULTS AND DISCUSSION

Results

1. Descriptive Data Analysis

Descriptive analysis was conducted to explain the characteristics of research respondents based on data from 177 questionnaires distributed to all employees of the Port Authority and Harbormaster Office of Batam. Based on gender, the majority of respondents were male with 94 people (53%) and female with 83 people (47%). In terms of age, the largest group was respondents aged 26-35 years with 74 people (42%), followed by the 20-25 years age group with 56 people (32%), and the group aged over 35 years with 47 people (27%). Educational characteristics showed that the majority of respondents had undergraduate education (S1) with 99 people (56%), other education (including graduate degree/S2) with 28 people (16%), diploma (D3) with 26 people (15%), and high school education with 24 people (14%). Based on length of service, the largest group was respondents with 5-10 years of work experience with 74 people (42%), followed by those with over 10 years of experience with 66 people (37%), and 1-5 years of experience with 37 people (21%). This respondent profile indicates that the majority of employees are productive-aged males with high education levels and sufficient work experience to provide accurate assessments of the research variables.

2. Classical Assumption Testing

Prior to conducting path analysis, classical assumption tests must be performed to ensure the regression models meet the fundamental requirements for producing valid and reliable statistical results. These tests verify that the data satisfies the underlying assumptions of linear regression, including normality of residuals, absence of multicollinearity, homoscedasticity, and linearity of relationships between variables. Meeting these assumptions is essential to ensure unbiased parameter estimates and valid statistical inferences in the path analysis model.

Table 4. Normality Test Results Using Kolmogorov-Smirnov Test for Equation I
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		177
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.25136609
Most Extreme Differences	Absolute	.056
	Positive	.056
	Negative	-.053
Test Statistic		.056
Asymp. Sig. (2-tailed)		.200 ^{c,d}

The Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05, indicating that the residuals are **normally distributed**. The normality assumption is satisfied for the first regression equation.

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Table 5. Normality Test Results Using Kolmogorov-Smirnov Test for Equation II
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		177
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.12370922
Most Extreme Differences	Absolute	.051
	Positive	.051
	Negative	-.047
Test Statistic		.051
Asymp. Sig. (2-tailed)		.200 ^{c,d}

The Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05, indicating that the residuals are **normally distributed**. The normality assumption is satisfied for the second regression equation. Since both equations meet the normality assumption, the analysis can proceed to the next classical assumption test, which is the **multicollinearity test** using tolerance values and Variance Inflation Factor (VIF) to ensure there is no strong correlation between independent variables. After confirming the normality assumption is met, the next step is to test for multicollinearity among independent variables using tolerance values and Variance Inflation Factor (VIF). This test ensures that there are no strong correlations between predictor variables that could compromise the reliability of regression estimates. Multicollinearity is absent when tolerance values > 0.1 and VIF values < 10.

Table 6. Multicollinearity Test Results for Equation I

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
PENGETAHUAN	.466	2.147
KOMPETENSI	.554	1.807
KOMITMEN_ORGANISASI	.568	1.760

Equation I: All tolerance values (0.466-0.568) are greater than 0.1 and all VIF values (1.760-2.147) are less than 10, indicating no multicollinearity among knowledge, competence, and organizational commitment variables.

Table 7. Multicollinearity Test Results for Equation II

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
PENGETAHUAN	.449	2.229
KOMPETENSI	.509	1.965
KOMITMEN_ORGANISASI	.505	1.979
MOTIVASI_KERJA	.506	1.976

All tolerance values (0.449-0.506) are greater than 0.1 and all VIF values (1.965-2.229) are less than 10, indicating no multicollinearity among knowledge, competence, organizational commitment, and work motivation variables. With multicollinearity assumptions satisfied for both equations, the analysis proceeds to the heteroscedasticity test using the Glejser test to examine error variance homogeneity.

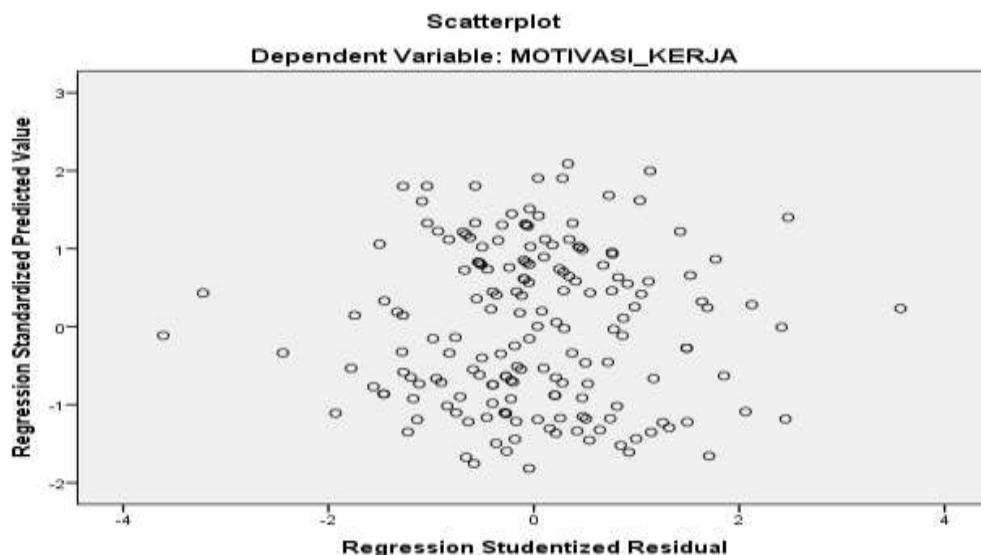


Figure 1. Heteroscedasticity Test for Equation I

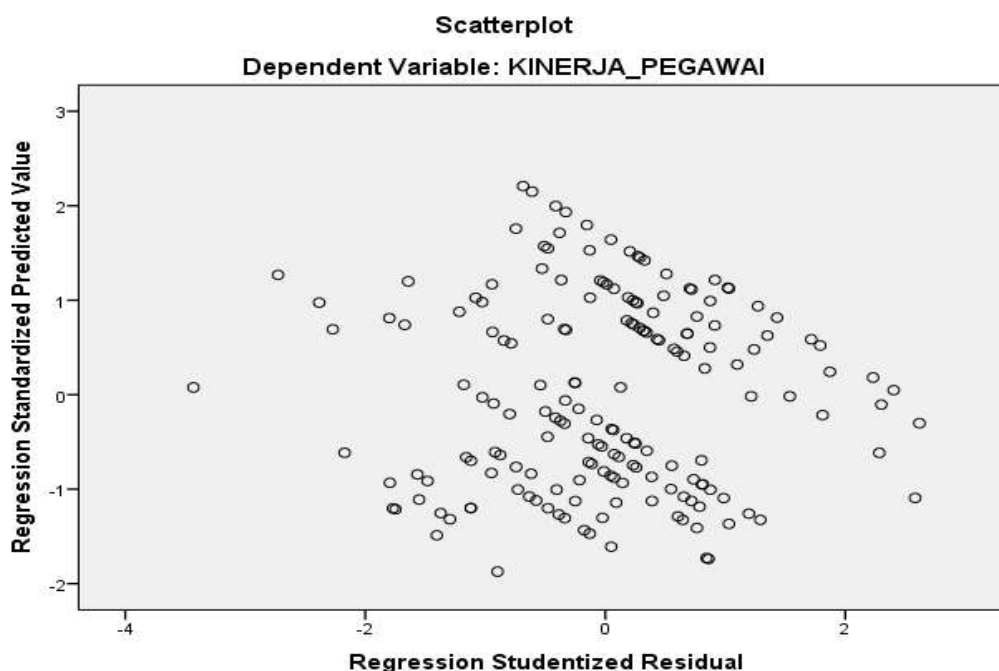


Figure 2. Heteroscedasticity Test for Equation II

Based on the figure, it can be seen that the data points are scattered irregularly and do not form any specific pattern. The data points are also evenly distributed above and below the zero line on the Y-axis. These results indicate that **heteroscedasticity does not occur** in the model, meaning that the error variance is constant. Therefore, the homoscedasticity assumption has been met and the model is suitable for proceeding with regression analysis.

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3. Coefficient of Determination Test (R^2)

Table 8. Coefficient of Determination Test Results for Equation I

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.703 ^a	.494	.485	4.28807	1.699

A. Predictors: (Constant), Komitmen_Organisasi, Kompetensi, Pengetahuan

B. Dependent Variable: Motivasi_Kerja

The Adjusted R Square value of 0.485 indicates that **48.5%** of the variance in work motivation can be explained by the independent variables (knowledge, competence, and organizational commitment), while the remaining 51.5% is explained by other factors not included in the model.

Table 9. Coefficient of Determination Test Results for Equation II

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.788 ^a	.621	.613	3.15982	1.539

A. Predictors: (Constant), Motivasi_Kerja, Kompetensi, Komitmen_Organisasi, Pengetahuan

B. Dependent Variable: Kinerja_Pegawai

The Adjusted R Square value of 0.613 indicates that **61.3%** of the variance in employee performance can be explained by the independent variables (knowledge, competence, organizational commitment, and work motivation), while the remaining 38.7% is explained by other factors not included in the model. These results demonstrate that both equations have moderate to good explanatory power, with the second equation showing stronger predictive capability for employee performance compared to the first equation's prediction of work motivation.

4. Multiple Regression Analysis

Table 10. Multiple Regression Analysis for Equation I

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	21.498	3.269		6.577	.000		
PENGETAHUAN	.191	.075	.203	2.559	.011	.466	2.147
KOMPETENSI	.388	.100	.283	3.889	.000	.554	1.807
KOMITMEN ORGANISASI	.441	.095	.333	4.643	.000	.568	1.760

a. Dependent Variable: MOTIVASI_KERJA

The regression equation is:

$$Z = 21.498 + 0.191X_1 + 0.388X_2 + 0.441X_3 + e$$

All independent variables show positive and significant effects on work motivation: Knowledge ($\beta = 0.191$, $t = 2.559$, $\text{sig} = 0.011 < 0.05$), Competence ($\beta = 0.388$, $t = 3.889$, $\text{sig} = 0.000 < 0.05$), and Organizational Commitment ($\beta = 0.441$, $t = 4.643$, $\text{sig} = 0.000 < 0.05$). Therefore, **H₁, H₂, and H₃ are supported**, with organizational commitment having the strongest influence on work motivation.

Table 11. Multiple Regression Analysis for Equation II
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.865	2.693		-.693	.490		
PENGETAHUAN	.150	.056	.187	2.674	.008	.449	2.229
KOMPETENSI	.219	.077	.188	2.852	.005	.509	1.965
KOMITMEN_ORGANISASI	.397	.074	.353	5.345	.000	.505	1.979
MOTIVASI KERJA	.176	.056	.208	3.149	.002	.506	1.976

a. Dependent Variable: KINERJA_PEGAWAI

The regression equation is:

$$Y = -1.865 + 0.150X_1 + 0.219X_2 + 0.397X_3 + 0.176X_4 + e$$

All variables show positive and significant effects on employee performance: Knowledge ($\beta = 0.150$, $t = 2.674$, $\text{sig} = 0.008 < 0.05$), Competence ($\beta = 0.219$, $t = 2.852$, $\text{sig} = 0.005 < 0.05$), Organizational Commitment ($\beta = 0.397$, $t = 5.345$, $\text{sig} = 0.000 < 0.05$), and Work Motivation ($\beta = 0.176$, $t = 3.149$, $\text{sig} = 0.002 < 0.05$). Therefore, **H₄, H₅, H₆, and H₇ are supported**, with organizational commitment having the strongest direct influence on employee performance.

5. Hypotheses Test

The t-test is conducted to examine the individual significance of each independent variable's effect on the dependent variable in both regression equations. This test determines whether each predictor variable has a statistically significant influence by comparing the calculated t-value with the critical t-value at $\alpha = 0.05$ significance level.

- The t-value is 2.559 with significance level 0.011, which is less than 0.05. This indicates that knowledge has a statistically significant positive effect on work motivation. Therefore, H₁ stating "Knowledge has a positive and significant effect on work motivation" is **supported**.
- The t-value is 3.889 with significance level 0.000, which is less than 0.05. This shows that competence has a statistically significant positive effect on work motivation. Therefore, H₂ stating "Competence has a positive and significant effect on work motivation" is **supported**.
- The t-value is 4.643 with significance level 0.000, which is less than 0.05. This demonstrates that organizational commitment has a statistically significant positive effect on work motivation. Therefore, H₃ stating "Organizational commitment has a positive and significant effect on work motivation" is **supported**.
- The t-value is 2.674 with significance level 0.008, which is less than 0.05. This indicates that knowledge has a statistically significant positive effect on employee performance. Therefore, H₄ stating "Knowledge has a positive and significant effect on employee performance" is **supported**.
- The t-value is 2.852 with significance level 0.005, which is less than 0.05. This shows that competence has a statistically significant positive effect on employee performance. Therefore, H₅ stating "Competence has a positive and significant effect on employee performance" is **supported**.
- The t-value is 5.345 with significance level 0.000, which is less than 0.05. This demonstrates that organizational commitment has a statistically significant positive effect on employee performance. Therefore, H₆ stating "Organizational commitment has a positive and significant effect on employee performance" is **supported**.
- The t-value is 3.149 with significance level 0.002, which is less than 0.05. This indicates that work motivation has a statistically significant positive effect on employee performance. Therefore, H₇ stating "Work motivation has a positive and significant effect on employee performance" is **supported**.

Path analysis is conducted to examine the direct and indirect effects of independent variables on the dependent variable through the mediating role of work motivation. This analysis provides a comprehensive understanding of the causal relationships in the research model by calculating direct effects (unmediated relationships), indirect effects (mediated through work motivation), and total effects (sum of direct and indirect effects). The path analysis enables testing of the mediation hypotheses (H₈, H₉, and H₁₀) and determines whether work motivation significantly mediates

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the relationships between knowledge, competence, organizational commitment, and employee performance at the Port Authority and Harbormaster Office of Batam.

Table 12. Path Analysis

No		Direct Effect	Indirect Effect	Total Effect	Decision
1	Knowledge → Employee Performance through Work Motivation (H_8)	0.187	0.203×0.208	$0.187 + 0.042 = 0.229$	Rejected
2	Competence → Employee Performance through Work Motivation (H_9)	0.188	0.283×0.208	$0.188 + 0.058 = 0.246$	Rejected
3	Organizational Commitment → Employee Performance through Work Motivation (H_{10})	0.353	0.353×0.208	$0.353 + 0.073 = 0.426$	Rejected

- The direct effect of knowledge on employee performance is 0.187, while the indirect effect through work motivation is 0.042 (0.203×0.208). The total effect is 0.229. Since the indirect effect (0.042) is smaller than the direct effect (0.187), work motivation does not significantly mediate this relationship. **H_8 is rejected.**
- The direct effect of competence on employee performance is 0.188, while the indirect effect through work motivation is 0.058 (0.283×0.208). The total effect is 0.246. The indirect effect (0.058) is considerably smaller than the direct effect (0.188), indicating that work motivation does not significantly mediate this relationship. **H_9 is rejected.**
- The direct effect of organizational commitment on employee performance is 0.353, while the indirect effect through work motivation is 0.073 (0.353×0.208). The total effect is 0.426. Although this shows the largest indirect effect among the three variables, it remains much smaller than the direct effect (0.353), indicating that work motivation does not significantly mediate this relationship. **H_{10} is rejected.**

Work motivation does not serve as a significant mediating variable in any of the relationships between independent variables and employee performance. The direct effects are substantially stronger than the indirect effects, suggesting that knowledge, competence, and organizational commitment influence employee performance more directly rather than through work motivation as an intervening variable.

Discussion

The hypothesis testing results reveal strong support for all direct effect relationships in the research model. Knowledge demonstrates a significant positive effect on work motivation, confirming that employees with comprehensive understanding of maritime regulations, port procedures, and job responsibilities exhibit higher motivation levels. This aligns with knowledge management theory, where informed employees feel more confident and engaged in their work. Competence shows an even stronger effect, indicating that employees who possess the necessary skills and abilities to perform maritime regulatory duties experience greater job satisfaction and intrinsic motivation. The strongest predictor is organizational commitment, demonstrating that employees who identify with the Port Authority's mission of ensuring maritime safety and efficient port operations maintain the highest motivation levels. When employees feel emotionally attached to their organization and believe in its goals, they are more willing to invest extra effort in their daily activities. These findings highlight the importance of developing employee knowledge, building competencies, and fostering organizational commitment as key strategies for enhancing work motivation in the maritime regulatory context.

Regarding employee performance outcomes, all independent variables demonstrate significant positive effects, with organizational commitment again showing the strongest influence. This indicates that committed employees consistently deliver superior performance by going beyond basic job requirements and maintaining high standards to support organizational objectives. Knowledge and competence also significantly enhance performance, supporting human capital theory where expertise and skills directly translate to better decision-making, more effective task execution, and improved service quality to port users. Work motivation itself proves to be a significant predictor of performance, confirming expectancy theory principles that motivated employees demonstrate greater effort, persistence, and dedication in performing their maritime regulatory duties. The results suggest that organizations should focus on building employee capabilities while simultaneously fostering commitment and motivation to achieve optimal performance outcomes.

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Despite the significant direct relationships, the mediation analysis reveals that work motivation does not serve as a significant intervening variable in any of the hypothesized indirect pathways. The indirect effects are consistently much smaller than the direct effects across all three relationships, suggesting that knowledge, competence, and organizational commitment influence employee performance through more direct mechanisms rather than through motivational enhancement. In the maritime regulatory context, knowledgeable employees automatically apply their expertise to improve performance without requiring additional motivational stimulation, while competent employees naturally perform better due to their inherent abilities regardless of motivation levels. Similarly, committed employees perform well due to their inherent dedication and sense of responsibility rather than through increased motivation as an intermediary pathway. This pattern indicates that in specialized regulatory environments, technical competence and procedural knowledge create direct performance pathways that bypass traditional motivational mediation mechanisms.

The rejection of mediation hypotheses provides important theoretical insights about the nature of performance drivers in government regulatory institutions. Unlike in some organizational contexts where motivation serves as a crucial mediating mechanism, the Port Authority and Harbormaster Office of Batam operates in an environment where technical competence, procedural knowledge, and organizational loyalty directly translate to performance outcomes. This may be attributed to the structured nature of maritime regulatory work, where clear procedures, safety protocols, and compliance requirements create a direct pathway from employee capabilities to performance results. The findings suggest that while motivation remains important for performance, it operates as a parallel driver rather than a mediating mechanism, indicating that multiple pathways simultaneously contribute to employee effectiveness in this specialized regulatory environment. Organizations should therefore focus on developing both direct performance drivers and motivational factors as complementary strategies rather than expecting motivation to mediate other relationships.

CONCLUSION

This research investigated the determinants of employee performance at the Port Authority and Harbormaster Office of Batam through path analysis examining relationships between knowledge, competence, organizational commitment, work motivation, and employee performance. The study utilized multiple regression and path analysis to test direct and indirect effects among variables. The findings strongly support all direct effect hypotheses, demonstrating that knowledge, competence, and organizational commitment significantly enhance work motivation, while all variables directly contribute to improved employee performance. Organizational commitment emerged as the strongest predictor for both outcomes, emphasizing the importance of employee identification with organizational goals in maritime regulatory contexts. Knowledge and competence also proved significant, confirming that technical expertise is essential for effective port operations and regulatory compliance.

However, all mediation hypotheses were rejected, revealing that work motivation does not significantly mediate relationships between independent variables and employee performance. The indirect effects through motivation were consistently smaller than direct effects, indicating that knowledge, competence, and organizational commitment influence performance through immediate pathways rather than motivational enhancement. This suggests that in specialized regulatory environments, technical capabilities and loyalty directly translate to performance without requiring motivational mediation. The findings recommend that the Port Authority should focus on developing employee knowledge and competencies while building organizational commitment as direct performance improvement strategies. Motivation should be maintained as a complementary objective rather than an intermediary mechanism. Future research should explore alternative mediating variables and examine these patterns across different maritime organizational contexts.

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