

ANALYSIS OF EXPERIENCE, EXPERTISE AND MOTIVATION FOR EMPLOYEE COMPETENCIES MEDIATED BY THE KNOWLEDGE MANAGEMENT SYSTEM AT PT SUBHOLDING PELINDO MULTI TERMINAL

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Abstract

This research aims to analyze experience, expertise and motivation on employee competencies mediated by knowledge management systems. The location of the research was carried out at PT SUBHOLDING PELINDO MULTI TERMINAL. The population in this study amounted to 207 permanent employees, so the sample set amounted to 135 permanent employees. The analysis method used used SEMPLS analysis. The results showed that Expertise (X2) had a positive effect on the knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.288, and significant, with a P-Values value = 0.001 (Accepted Hypothesis). Expertise (X2) has a positive effect on employee competence (Y), with a path coefficient value (Original Sample column) of 0.254, with a P-Values value = 0.005 (Accepted Hypothesis). Knowledge management system (Z) has a positive effect on the competence of employees (Y), with a path coefficient value (Original Sample column) of 0.614, with a value of P-Values = 0.000 (Accepted Hypothesis). Motivation (X3) had a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.604, with a P-Values value = 0.001 (Accepted Hypothesis). Motivation (X3) has a positive effect on employee competence (Y), with a path coefficient value (Original Sample column) of 0.54, with a P-Values value = 0.022 (Accepted Hypothesis). Experience (X1) had a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.437, with a P-Values value = 0.000 (Accepted Hypothesis). Experience (X1) has a positive effect on the competence of the Employee (Y), with a path coefficient value (Original Sample column) of 0.399, with a value of P-Values = 0.001 (Accepted Hypothesis). Employee competence (Y) significantly mediated the relationship between expertise (X2) and knowledge management system (Z), with a P-Values value = 0.003 < 0.05 (Accepted Mediation Hypothesis). Employee competence (Y) significantly mediated the relationship between motivation (X3) and knowledge management system (Z), with P-Values = 0.037 < 0.05 (Accepted Mediation Hypothesis). Employee competence (Y) significantly mediated the relationship between employee competence (X1) and knowledge management system (Z), with a P-Values value = 0.001 < 0.05 (Accepted Mediation Hypothesis).

Keywords: *Experience, Expertise, Motivation, Competence, Knowledge Management System*

INTRODUCTION

Knowledge Management System (KMS) is an information technology-based system designed to assist organizations in identifying, creating, storing, distributing, and applying knowledge. The ultimate goal is to improve understanding, collaboration, process alignment, and ultimately, overall organizational performance. In simple terms, KMS is a forum or platform that (2019). In the context of the North Sumatra facilitates knowledge management in an organization. This knowledge can be in the form of data, information, employee experience, best practices, lessons learned, and innovation. The efficient use of KMS can increase employee productivity and achieve company goals by meeting information needs and improving the quality of employee work. Implementation Knowledge Management System will effectively encourage collaboration, skill development, innovation, and employee loyalty so that it can reduce the turnover rate of employees, especially at PT. Pelindo Multi Terminal (Rahmansyah et al., 2021).



Figure 1. Blue Print Knowledge Management PT Pelabuhan Indonesia

From the image above, Knowledge Management describes the framework and strategy for the implementation of the Knowledge Management (KM) system at PT Pelabuhan Indonesia (Persero). The primary objective of KM is to identify, capture, store, share, and leverage the collective knowledge of organizations to improve operational efficiency, innovation, and better decision-making. Knowledge Management has a vision and mission, including becoming a leader in an integrated and world-class maritime ecosystem through the implementation of the Knowledge Management System appropriately and sustainably. In its mission, the Port of Indonesia realizes a national maritime ecosystem network through improving network connectivity and service integration to support the country's economic growth by utilizing, developing and managing corporate knowledge to create added value and income. The human resources (HR) department plays a vital role in ensuring the continuity of operations and the growth of the company. They are solely responsible for identifying, attracting, and recruiting potential employees who not only have relevant competencies and expertise, but are also aligned with the specific and strategic needs of the company. This means HR must carefully analyze the vacant positions, determine the necessary qualifications, and then conduct a series of selection processes to find the best individuals who can contribute effectively to the organization's goals.

Employee competencies can be described more broadly as a unique combination of capabilities, personal attributes, and behaviors that enable an individual to not only perform, but also excel in his or her work role. According to Wakhayuni's (2017) research, a company can achieve success if the company succeeds in realizing the goals that have been set. The success of the company is highly dependent on the performance of its employees where each employee has a role in the life of the company. Thus, performance appraisals should be conducted by the company to see the real role and contribution of employees in the company's development. The challenge faced by companies when it comes to knowledge is how to manage so that the knowledge that is in the minds and behaviors of individual employees (tacit knowledge) can be documented and maintained so that it is always available for future learning, because it is not impossible that existing knowledge is only owned by a few employees.

LITERATURE REVIEW

2.1 Understanding Employee Competencies

Employee competence is a person's role in the form of a combination of knowledge, skills, and attitudes that are used to carry out job duties and responsibilities effectively to achieve organizational goals. Competencies include technical, managerial, social, and personal aspects that are indicators of employee performance success (Autoridad Nacional del Servicio Civil, 2021). Employee competencies can be conceptualized as a multidimensional concept that describes the combination of individual knowledge, skills, experiences, attitudes, and motivations used to effectively carry out job duties and responsibilities in achieving organizational goals (Rosmaini & Tanjung, 2019). According to Faturahman (2024), Competence is a person's ability to carry out their duties or work well, because it is supported by appropriate skills and knowledge. According to Wibowo (2021), Competency is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job (Fitria Agustina & Mochammad Isa Anshori, 2024). In general, competence emphasizes more on productive behaviors that must be possessed and demonstrated by a person in carrying out a job in order to excel in his job. According to Wibowo, competence is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes set by work. Competence shows certain knowledge, skills and attitudes of a profession in certain skill traits, which are the characteristics of a professional. Competency is a basic characteristic in the form of skills, skills and abilities that a person has, which has a direct effect on, or can predict excellent performance. While the work environment is all the physical aspects of work, work psychology, and work regulations that can

affect job satisfaction and performance achievement. Interpreting competence as a fundamental characteristic that a person has that has a direct influence on, or can predict excellent performance.

2.2 Definition of Knowledge Management System

In the modern era full of rapid change and high complexity, organizations are required to be able to manage and utilize knowledge optimally to increase competitiveness. Knowledge has become one of the most valuable assets for an organization, both in the form of individual experience, technical expertise, and innovations developed (Hidayat, 2020). However, without a structured system, this knowledge is often scattered, poorly documented, or difficult to access for those who need it. Knowledge Management System (KMS) or in Indonesian Knowledge Management System is a part of the Knowledge Management process which can be in the form of a web application or software, which supports the Knowledge Management process based on various practices used by companies or organizations. Knowledge Management System is an important factor as a key factor in the success and growth of an organization. Factor Analysis can simplify Knowledge Management System where the evaluation analysis of the Knowledge Management System can be used as a comprehensive tool for organizations as a means of evaluation for management. Thus, factor analysis has feasibility and application for the evaluation of the Knowledge Management System (Nuringtyas & Susanto, 2022). According to Viera et al. (2021) Knowledge Management System or KMS is an organized and structured way used by organizations to collect, organize, store and share knowledge so that it can be used together. There are several indicators of the Knowledge Management System, namely knowledge storage, knowledge distribution and knowledge application.

2.3 Definition of Experience

In the world of work, experience is one of the main factors that can affect employee competence. Competencies are not only formed through formal education, but also through various experiences gained during work. Experience provides opportunities for employees to face various challenges, develop new skills, and understand the dynamics of work more deeply. Various studies show that work experience contributes significantly to improving employee competence. Employees who have more experience tend to be more proficient in completing their tasks because they are used to dealing with various situations in the workplace. In addition, experience also allows employees to improve problem-solving, decision-making, and adaptation to changes in the work environment. An employee who has work experience is expected to be able to make a significant contribution in increasing the effectiveness and operational efficiency of an organization. The work experience a person has not only reflects how long he or she has worked in a particular field, but also reflects a deep understanding of the duties and responsibilities undertaken. (Derajat & Sarjana, 2022). Along with increasing experience, an employee will be more skilled in completing work, able to overcome challenges better, and have the ability to make the right and strategic decisions based on the situation faced (Mechtildis Yustina Dua Mete Jano et al., 2023).

In addition, work experience also plays a role in increasing employee productivity because they have a broader insight into business processes, organizational culture, and effective work strategies. An experienced employee is usually able to work more independently and does not require much guidance, thus saving the organization's time and resources (Business, 2024). This will ultimately have a positive impact on the achievement of organizational goals, both in the short and long term. Thus, work experience is one of the key factors in determining the success of an organization, because experienced employees can contribute optimally to creating a more productive, efficient, and supportive work environment that supports the achievement of the organization's vision and mission as a whole. Therefore, organizations need to pay attention to the management of employee work experience, both through training, competency development, and opportunities to improve their skills.

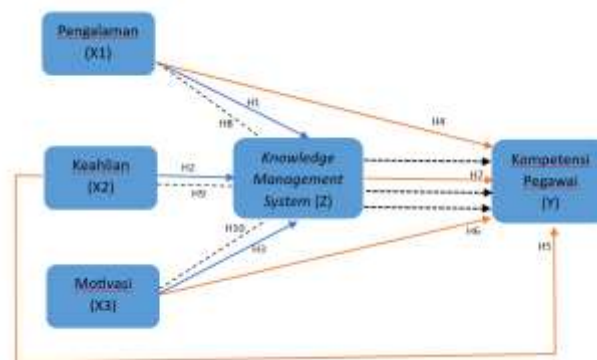
2.4 Definition of Work Skills

Expertise is an interest or talent that must be possessed by a person, with the expertise he has allows him to be able to carry out and complete tasks well with maximum results the expertise a person has can be obtained from formal and non-formal education which must be continuously improved, one of the sources of skill improvement can come from experiences in certain fields (Tanjung et al., 2020). According to Putri et al (2023), Expertise is the ability and knowledge that a person has to complete a task or work in the right way and maximum results

2.5 Definition of Motivation

Work motivation is an encouragement or strength given to individuals to create enthusiasm and enthusiasm at work, so that they are encouraged to contribute optimally in the work environment. This motivation not only encourages a person to cooperate with colleagues, but also increases effectiveness and efficiency in carrying out the tasks and responsibilities given. With strong motivation, individuals will be more directed in aligning all their strengths and efforts to achieve the goals that have been set by the organization. In addition, work motivation also plays a role in creating job satisfaction, where a person feels valued, motivated, and has a greater desire to give the best results in their work.(Yogantara et al., 2017). According to research by Andi Irfan (2023), work motivation is the spirit from within a person that encourages him to act, strive and achieve what is needed or desired in a job. According to Rahayu (2018) research, motivation is important because with this motivation, it is expected that individuals or employees will be willing to work hard and be enthusiastic to achieve maximum work performance. To achieve the goals and objectives, the company can use and utilize the various resources available in its performance processes efficiently and effectively. Apart from the right motivation, this can stimulate employees to work hard and be disciplined. Motivation is the underlying reason for an action done by an individual. A person is said to be highly motivated can be interpreted as having a very strong reason to achieve what he wants so that employees who have high motivation will do their job well to achieve the expected goals when doing their work in order to achieve the company's goals (Sutrisno, 2013).

Conceptual Framework



Source: Processed by Researchers (2025)

Hypothesis

1. The experience partially had a positive and significant effect on the Knowledge Management System (KMS) of PT Subholding Pelindo Multi Terminal employees
2. Expertise partially has a positive and significant effect on the Knowledge Management System (KMS) of PT Subholding Pelindo Multi Terminal employees
3. Motivation partially has a positive and significant effect on the Knowledge Management System (KMS) of PT Subholding Pelindo Multi Terminal employees
4. Experience partially has a positive and significant effect on employee competence PT Subholding Pelindo Multi Terminal
5. Partial expertise has a positive and significant effect on employee competence PT Subholding Pelindo Multi Terminal
6. Motivation partially has a positive and significant effect on employee competence PT Subholding Pelindo Multi Terminal
7. Knowledge Management System (KMS) partially has a positive and significant effect on employee competence PT Subholding Pelindo Multi Terminal
8. Experience partially has a positive and significant effect on employee competence through Knowledge Management System (KMS).
9. Expertise partially has a positive and significant effect on employee competence through Knowledge Management System (KMS)
10. Motivation partially has a positive and significant effect on employee competence through Knowledge Management System (KMS)

METHOD

3.1 Research Approach

According to Sugiyono (2022), "the research used in this study is quantitative associative research, which is research that aims to find out the relationship between two or more variables".

3.2 Population and Sample

According to Sugiyono (2022), "population is a generalized area consisting of objects and subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions". The population in this study is all employees of PT Subholding Pelindo Multi Terminal, which is 207 permanent employees. According to Sugiyono (2022), "Samples are part or representative of the population studied. In this study, the author conducted a sample extraction technique by Non Probability Sampling, namely using the Slovin formula, where the entire population is used as a sample. Therefore, using the Slovin formula $N = 207$ Organic Workers $e = 0.05 = 5\%$ $n = N / (1 + N \times e^2)$ $n = 207 / (1 + (207 \times 0.05^2))$ $n = 207 / 1 + (207 \times 0.0025)$ $n = 207 / 1 + 0.5375$ $n = 207 / 1.5375$ $n = 135$, So the sample in this study is as many as 135 permanent employees / respondents.

3.3 Data Analysis Techniques

1. Descriptive Statistical Analysis

According to Sugiyono (2022), descriptive statistical analysis is aimed at looking at the profile of the study and providing an overview of the object being studied through sample data and making generally applicable conclusions. Descriptive statistics are used to describe a data seen from the mean, median, standard deviation, minimum value, and maximum value. This test is carried out to make it easier to understand the variables used in the research.

2. Outer Model Analysis

According to Sugiyono (2022), data processing techniques using the PLS-based SEM method require 2 stages to assess the fit model of a research model. One of them is the analysis of the outer model. External model analysis is used to test the measurements used are feasible to be used as valid measurements. There are several indicators in the outer model analysis, including convergent validity, discriminant validity, composite reliability and Cronbach's Alpha.

3. Analysis of the Inner Model

According to Sugiyono (2022), after meeting the outer model criteria, structural model testing (inner model) was then carried out. In this study, it will be explained about the goodness of fit test.

RESULTS AND DISCUSSION

4.1 Data Analyst Method

In this study, the data analysis method used is structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. Mahmud and Ratmono (2013:6) stated that in its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as the developer of the Lisrel software. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Wold (academic advisor Karl Joreskog). Here are some examples of software from CB-SEM and SEM-PLS (Mahmud and Ratmono, 2013:6-7).

Table 1. Some Examples Software from CB-SEM and SEM-PLS

Software CB-SEM	Software SEM-PLS
LISREL	SmartPLS
Amos	WarpPLS
EQS	PLS-Graph
More	Visual-PLS
STATCAL	STATCAL

Mahmud and Ratmono (2013:7) stated that SEM-PLS can work efficiently with small sample sizes and complex models. In addition, the assumption of data distribution in SEM-PLS is relatively looser than that of CB-SEM.

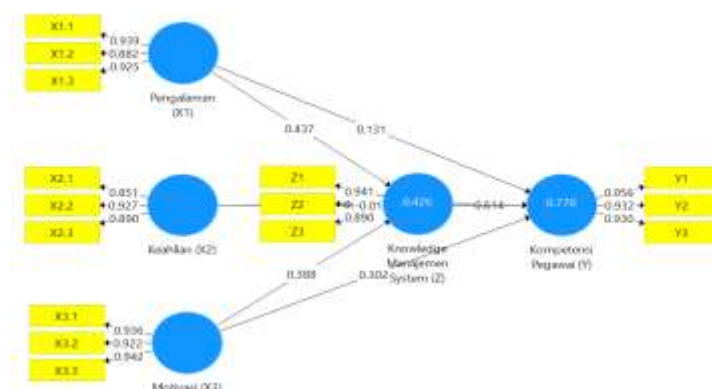
Estimation with CB-SEM requires a series of assumptions that must be met such as data normality in a multivariate manner, minimum sample size, homogeneity, and so on. Mahfud and Ratmono (2013:8) stated that the results of the two estimates are not much different so that SEM-PLS can be a good proxy for CB-SEM. SEM-PLS can still generate estimates even for small sample sizes and deviations from the assumption of multivariate normality. SEM-PLS can therefore be seen as a nonparametric approach to CB-SEM. In addition, when the assumptions of CB-SEM are not met, SEM-PLS can be the right method for testing theory. Mahfud and Ratmono (2013:9-13) stated that if the data meets the CB-SEM assumptions correctly, such as minimum sample size and normal distribution, then CB-SEM is chosen. If it doesn't meet, select SEM-PLS. SEM-PLS is a nonparametric approach; can work well even for extreme abnormal data.

4.2 Evaluation of the Outer Model (Measurement Model): Testing Validity and Reliability

Convergent validity is part of the measurement model which in SEM-PLS is usually referred to as the outer model while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013:64). There are two criteria to assess whether the outer model (measurement model) meets the requirements for convergent validity for reflective constructs, namely (1) loading must be above 0.7 and (2) significant p-value (<0.05) (Hair et al. in Mahfud and Ratmono, 2013:65). However, in some cases, often loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, loading between 0.40-0.70 must still be considered to be maintained (Mahfud and Ratmono, 2013:66). Indicators with loads below 0.40 should be removed from the model. However, for indicators with a load between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on average variance extracted (AVE) and composite reliability. We can remove indicators with a load between 0.40 and 0.70 if the indicator can increase the average variance extracted (AVE) and composite reliability above the limit (threshold) (Mahfud and Ratmono, 2013:67). The AVE limit value is 0.50 and the composite reliability is 0.7. Another consideration in removing indicators is their impact on the content validity of the construct. Indicators with small loads are sometimes maintained because they contribute to the validity of the construct content (Mahfud and Ratmono, 2013:67). Table 4.2 presents the loading values for each indicator.

Table 2. Validity based on Loading Factor

	Membership (X2)	Knowledge Management System (Z)	Employee Competencies (Y)	Motivation (X3)	Experience (X1)
X1.1					0.939
X1.2					0.882
X1.3					0.925
X2.1	0.851				
X2.2	0.927				
X2.3	0.89				
X3.1				0.936	
X3.2				0.922	
X3.3				0.942	
Y1			0.956		
Y2			0.932		
Y3			0.93		
Z1		0.941			
Z2		0.93			
Z3		0.89			



Picture 1. Validity Testing by Loading Factor

Based on the loading factor validity test in Table 4.2 and Figure 4.1, it is known that all loading values > 0.7 , which means that they have met the validity requirements based on the loading value. Furthermore, validity testing was carried out based on the average variance extracted (AVE) value.

Table 3. Validity Testing based on Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Membership (X2)	0.792
Knowledge Management System (Z)	0.848
Employee Competencies (Y)	0.883
Motivation (X3)	0.871
Experience (X1)	0.838

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). It is known that all AVE values > 0.5 , which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on the composite reliability (CR) value.

Table 4. Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Membership (X2)	0.919
Knowledge Management System (Z)	0.944
Employee Competencies (Y)	0.958
Motivation (X3)	0.953
Experience (X1)	0.939

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CR values are > 0.7 , which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on Cronbach's alpha (CA) value.

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Table 5. Reliability Testing by Cronbach's Alpha (CA)

	Cronbach's Alpha
Membership (X2)	0.868
Knowledge Management System (Z)	0.91
Employee Competencies (Y)	0.934
Motivation (X3)	0.926
Experience (X1)	0.903

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 4.6 presents the results of the discriminant validity test.

Table 6. Discriminatory Validity Testing

	Membership (X2)	Knowledge Management System (Z)	Employee Competencies (Y)	Motivation (X3)	Experience (X1)
Membership (X2)	$\sqrt{AVE_{X2}} = 0.89$				
Knowledge Management System (Z)	0.492	$\sqrt{AVE_Z} = 0.921$			
Employee Competencies (Y)	0.619	0.833	$\sqrt{AVE_Y} = 0.94$		
Motivation (X3)	0.948	0.508	0.643	$\sqrt{AVE_{X3}} = 0.933$	
Experience (X1)	0.355	0.559	0.571	0.342	$\sqrt{AVE_{X1}} = 0.915$

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

4.3 Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table 7. Path Coefficient & Significance Effect Test

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Expertise (X2) -> Knowledge Management System (Z)	0.288	0.281	0.085	3.387	0.001
Expertise (X2) -> Employee Competencies (Y)	0.254	0.266	0.089	2.85	0.005
Knowledge Management System (Z) -> Employee Competency (Y)	0.614	0.595	0.106	5.778	0.000
Motivation (X3) -> Knowledge Management System (Z)	0.604	0.63	0.175	3.455	0.001
Motivation (X3) -> Employee Competency (Y)	0.54	0.531	0.235	2.297	0.022
Experience (X1) -> Knowledge Management System (Z)	0.437	0.441	0.12	3.626	0.000
Experience (X1) -> Employee Competencies (Y)	0.399	0.4	0.118	3.371	0.001

Based on the results in Table 7, the results were obtained:

1. Expertise (X2) has a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.288, and significant, with a P-Values value = 0.001 (Accepted Hypothesis).
2. Expertise (X2) has a positive effect on employee competence (Y), with a path coefficient value (Original Sample column) of 0.254, with a P-Values value = 0.005 (Accepted Hypothesis).
3. Knowledge management system (Z) has a positive effect on the competence of employees (Y), with a path coefficient value (Original Sample column) of 0.614, with a value of P-Values = 0.000 (Accepted Hypothesis).
4. Motivation (X3) had a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.604, with a P-Values value = 0.001 (Accepted Hypothesis).
5. Motivation (X3) has a positive effect on employee competence (Y), with a path coefficient value (Original Sample column) of 0.54, with a P-Values value = 0.022 (Accepted Hypothesis).
6. Experience (X1) had a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.437, with a P-Values value = 0.000 (Accepted Hypothesis).

7. Experience (X1) has a positive effect on the competence of the Employee (Y), with a path coefficient value (Original Sample column) of 0.399, with a value of P-Values = 0.001 (Accepted Hypothesis).

Table 8. R-Square

	R Square
Knowledge Management System (Z)	0.426
Employee Competencies (Y)	0.77

It is known that the R-Square value of the knowledge management system (Z) is 0.426, which means that experience (X1), expertise (X2), motivation (X3) and knowledge management system (Z) are able to affect employee competence (Y) by 42.6%. The R-Square value of employee competence (Y) is 0.77, which means experience (X1), expertise (X2), motivation (X3) can affect employee competence (Y) by 7.7%.

Table 9. Adjusted R Square

	Adjusted R Square
Knowledge Management System (Z)	0.409
Employee Competencies (Y)	0.761

The Adjusted R Square value for knowledge management system (Z) is 0.409. Because Adjusted R Square = 0.409 > 0, it is concluded that experience (X1), expertise (X2), motivation (X3) and employee competence (Y) have predictive relevance for system management knowledge (Z). The Adjusted R Square value for employee competency (Y) is 0.761. Since Adjusted R Square = 0.761 > 0, it is concluded that experience (X1), expertise (X2), motivation (X3) have predictive relevance for employee competence (Y).

Table 10. Goodness of Fit Model Testing

	Estimation Model
SRMR	0.081

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.081 < 0.1, then it is concluded that the model has FIT.

Table 11. Mediation Testing

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Expertise (X2) -> Knowledge Management System (Z) -> Employee Competencies (Y)	0.168	0.175	0.056	2.997	0.003
Motivation (X3) -> Knowledge Management System (Z) -> Employee Competency (Y)	0.221	0.225	0.105	2.094	0.037
Experience (X1) -> Knowledge Management System (Z) -> Employee Competencies (Y)	0.268	0.261	0.082	3.261	0.001

Based on the results of the mediation test in Table 4.11:

1. Employee competence (Y) significantly mediated the relationship between expertise (X2) and knowledge management system (Z), with a P-Values value = 0.003 < 0.05 (Accepted Mediation Hypothesis).

2. Employee competence (Y) significantly mediated the relationship between motivation (X3) and knowledge management system (Z), with P-Values = $0.037 < 0.05$ (Accepted Mediation Hypothesis).
3. Employee competence (Y) significantly mediated the relationship between employee competence (X1) and knowledge management system (Z), with a P-Values value = $0.001 < 0.05$ (Accepted Mediation Hypothesis).

DISCUSSION

1. Expertise (X2) has a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.288, and significant, with a P-Values value = 0.001 (Accepted Hypothesis).
2. Expertise (X2) has a positive effect on employee competence (Y), with a path coefficient value (Original Sample column) of 0.254, with a P-Values value = 0.005 (Accepted Hypothesis).
3. Knowledge management system (Z) has a positive effect on the competence of employees (Y), with a path coefficient value (Original Sample column) of 0.614, with a value of P-Values = 0.000 (Accepted Hypothesis).
4. Motivation (X3) had a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.604, with a P-Values value = 0.001 (Accepted Hypothesis).
5. Motivation (X3) has a positive effect on employee competence (Y), with a path coefficient value (Original Sample column) of 0.54, with a P-Values value = 0.022 (Accepted Hypothesis).
6. Experience (X1) had a positive effect on knowledge management system (Z), with a path coefficient value (Original Sample column) of 0.437, with a P-Values value = 0.000 (Accepted Hypothesis).
7. Experience (X1) has a positive effect on the competence of the Employee (Y), with a path coefficient value (Original Sample column) of 0.399, with a value of P-Values = 0.001 (Accepted Hypothesis).
8. Employee competence (Y) significantly mediated the relationship between expertise (X2) and knowledge management system (Z), with a P-Values value = $0.003 < 0.05$ (Accepted Mediation Hypothesis).
9. Employee competence (Y) significantly mediated the relationship between motivation (X3) and knowledge management system (Z), with P-Values = $0.037 < 0.05$ (Accepted Mediation Hypothesis).
10. Employee competence (Y) significantly mediated the relationship between employee competence (X1) and knowledge management system (Z), with a P-Values value = $0.001 < 0.05$ (Accepted Mediation Hypothesis).

Conclusion

1. Experience. Companies need to systematically manage and document employee work experience through digital platforms or internal database systems. In addition, work rotation and inter-division mentoring programs can also be implemented to enrich the cross-functional employee experience and improve knowledge transfer between individuals.
2. Expertise. Pelindo Multi Terminal can organize periodic training and professional certifications according to their respective fields of work. Periodic evaluation of technical competencies and soft skills is also important so that employee expertise remains relevant to industry developments and port technology.
3. Motivation. Companies are advised to implement a fair and transparent reward system, both in financial and non-financial form. Additionally, involving employees in operational decision-making and providing career development opportunities will increase their intrinsic motivation.
4. Knowledge Management System (KMS). It is necessary to build a knowledge management system that is integrated and easily accessible to all employees, such as an intranet-based internal portal, a digital repository, and a forum for sharing best practices. An organizational culture that supports collaboration and knowledge sharing must also be strengthened through incentives and the active role of management.
5. Employee Competence. Companies need to develop a clear competency map as a basis for performance assessment, training, and promotion. Periodic evaluations of competency gaps must also be carried out, so that human resource development can be more directed and strategic in accordance with the company's business needs.

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