

## The Influence of Leadership Style, Employee Competence and Career Development on Employee Performance with Organizational Commitment as Intervening at PT Pelindo Multi Terminal

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### ABSTRACT

This study aims to analyze the influence of leadership style, employee competence, and career development on employee performance with organizational commitment as an intervening variable in PT Pelindo Multi Terminal. This study uses a quantitative approach with causal associative research. The research population is all employees of PT Pelindo Multi Terminal totaling 40 people, with sampling techniques using saturated samples so that the entire population is used as respondents. Data was collected through a questionnaire using the Likert scale and analyzed using the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) with the help of SmartPLS software. The results showed that leadership style, employee competence, and career development had a positive and significant effect on organizational commitment with path coefficient values of 0.418 ( $p = 0.000$ ), 0.491 ( $p = 0.000$ ), and 0.268 ( $p = 0.023$ ), respectively. Employee competencies have the strongest influence on organizational commitment. However, this study found that the three independent variables did not have a significant effect directly on employee performance, with p-values of 0.614, 0.309, and 0.240, respectively for leadership style, employee competence, and career development. Another important finding was that organizational commitment had no significant effect on employee performance ( $\beta = 0.302$ ;  $p = 0.238$ ). Indirect influence analysis shows that organizational commitment does not successfully mediate the relationship between leadership style, employee competence, and career development to employee performance. All mediation pathways showed insignificant results with p-values ranging from 0.262 to 0.293.

## Introduction

Human resources are an important element in the company. All processes in a company or organization will not be able to run properly if the organization does not have or lacks human resources in carrying out a process in the organization (Rizky, M., 2022). By having skilled human resources and able to compete with the human resources of competing companies, it can be one of the determinants of a company's progress (M. C. Rizky, 2022). Employees are essentially one of the elements that become resources in the company (M. C. Rizky & Ardian, 2019). The success of an organization is influenced by the individual performance of its employees, an organization will strive to improve the performance of its employees in the hope that the company's goals can be achieved. According to (Sedarmayanti, 2017) Employee performance is the result of work achieved by a person/group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned, legally, not unlawfully and in accordance with morals and ethics. When it comes to employee performance, it refers to the individual's achievements and contributions to the organization in the workplace (Rahman et al., 2023). High-performance employees are not only able to complete tasks efficiently and on time, but also play a role in creating innovation, maintaining service quality, and strengthening the company's competitiveness in the midst of changing market dynamics. Optimal employee performance is the main determinant of smooth operations, customer satisfaction, and the achievement of long-term business goals. Therefore, efforts to improve and manage employee performance should be a strategic priority in human resource management.

PT Pelindo Multi Terminal as one of the subsidiaries of PT Pelabuhan Indonesia (Persero) engaged in port and logistics services, has a strategic role in supporting Indonesia's national supply chain and international trade. As a terminal operator that handles various types of cargo, this company is required to provide efficient, reliable, and high-quality services. To achieve these service standards, employees are needed who have optimal performance in carrying out their duties and responsibilities. Performance is the results obtained by an organization, both profit-oriented and nonprofit-oriented, that are produced over a period of time (Kosali, 2023). As a terminal operator that handles various types of cargo, this company is required to provide efficient, reliable, and high-quality services. To achieve these service standards, employees are needed who have optimal performance in carrying out their duties and responsibilities.

Employee performance is influenced by various factors, both internal and external factors. PT Pelindo Multi Terminal, as a company that continues to grow and faces dynamic business challenges, needs to understand the factors that affect the performance of its employees. One of the factors that is suspected to affect the problem is the leadership style factor. Effective leadership should be able to be the main driver of change and improvement of employee performance. According to (Busro, 2018) leadership style is a

consistent pattern of behavior that is played by leaders when influencing group members. Effective leaders can motivate, inspire, and guide employees, potentially increasing their loyalty and commitment to the company (H. Gunawan & Rizky, 2024). However, in practice, not all leaders have a participatory or transformational approach. Authoritarian leadership styles, for example, often leave employees feeling depressed and lose their intrinsic motivation to work optimally.

The company will develop and be able to survive in a competitive environment if it is supported by employees who are competent in their fields. Employee competence is an important foundation in supporting performance. Competencies consist of a combination of knowledge, technical skills, and work attitudes that are relevant to the demands of the job. According to (Pratama & Permatasari, 2021) competence is an aspect of a person's ability which includes knowledge, skills, attitudes, values, or personal characteristics that allow workers to achieve success in completing their work through the achievement of results or success in completing tasks. The results of the research (Shaputra & Hendriani, 2015) and (D. A. W. Yanti & Mursidi, 2021) provide evidence that the competencies possessed by employees are able to improve employee performance. The results of Marnisah et.al., (2022) research found contrasting results where competence negatively affects employee performance.

In addition to leadership style and competence, career development factors can also affect employee performance. According to (Hutahaean, 2018) "Career development is one of the functions of HR management to help individual employees plan their future careers in a company, in the hope of helping the company in achieving its goals and also helping the individual employee develop himself or herself to the maximum". With clear career development, the company will improve employee performance and productivity, and will increase job promotion opportunities for employees, so that the employee is motivated to be able to exert all the abilities he has and try his best to carry out the tasks and responsibilities given. This is in line with research conducted by (Aisyah et al., 2019); (Prayogi, 2017) which shows that career development has a significant effect on employee performance. However, on the other hand, the research conducted (Larasati et al., 2021) found contrasting results where career development had no effect on employee performance.

Organizational commitment plays an important role as an intervening variable that bridges the influence of leadership style, employee competence, and career development on improving employee performance. Wiener in his book (Yusuf & Syarif, 2018) organizational commitment is defined as the encouragement from within the individual to do something in order to support the success of the organization in accordance with the goals and prioritize the interests of the organization. Organizational commitment reflects an employee's degree of emotional, affective, and normative attachment to his or her workplace. An effective leadership style will have more impact if employees have a sense of belonging and high loyalty to the organization. Employees with high organizational

commitment will be more resilient to work pressure and more responsive to the leadership style applied. Similarly, qualified employee competencies and open career development opportunities do not automatically result in maximum performance if they are not accompanied by an employee's emotional commitment and willingness to contribute fully to the company. Career development is one of the steps to create work commitments for the employees themselves, and employees are certainly given the opportunity to grow and develop in accordance with their field of work. Organizational commitment strengthens the internal motivation of employees to use their best abilities, stay in the organization, and work towards a common goal. Thus, the existence of an organization's commitment as a mediator ensures that the influence of leadership, competence, and career is not only formal, but is truly internalized and reflected in real performance improvements. Conversely, low organizational commitment can reduce the effectiveness of management interventions in improving employee performance.

Based on the phenomenon described above, the author is interested in conducting a research entitled "The Influence of Leadership Style, Employee Competence and Career Development on Employee Performance with Organizational Commitment as Intervening at PT Pelindo Multi Terminal".

## LITERATUR REVIEW

### Leadership style

According to (Sari et al., 2023), a person's leadership style is a pattern of behavior used in an effort to persuade others, each of which has different strengths and limitations. According to (Nikmat, 2022) 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. According to Thoha in (Hasnawati et al., 2021) stated that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates. (Batubara, 2020) stated that leadership style is an effort made by a person to influence subordinates in various ways/techniques and has the ability to influence, move, direct a person or group in a better and positive direction through a long process. Leadership style reflects the way a leader influences and directs subordinates in achieving organizational goals (Pratiwi & Rizky, 2024). According to (A. Gunawan & Syarif, 2023) leadership style is a way or pattern designed by a leader in such a way and used to influence his subordinates so that later they can maximize performance so that performance in an organization can be achieved to the maximum. According to (M. S. Hidayat et al., 2024) leadership is the process and behavior of a leader in influencing behavior and utilizing his subordinates to be willing to cooperate in carrying out duties and responsibilities to achieve company goals.

## Competencies

According to (R. Hidayat, 2021) Competence is an ability possessed by a person in the form of knowledge, skills, and morals needed in the implementation of his duties and obligations, so that he can carry out his duties professionally, effectively and efficiently. According to (Widodo & Yandi, 2022) Competency can be said to be a basic behavior that describes the motives, personal characteristics, and knowledge or skills that a person with high performance in his or her workplace has. Competency is the ability that employees have, so that it provides the ability of personnel to work neatly and have an attitude in completing work according to their skills (Risnawati & Harjanti, 2023). Competence according to (Saptalia et al., 2022) is a basic characteristic for an employee in producing superior performance in his job and his role in the company, because competence concerns the basis of the employee's ability which involves his capacity to carry out a job he or she is doing. Competence is the ability to carry out work or tasks based on skills and knowledge, and supported by a work attitude that is in accordance with the demands of the job (E. D. Yanti et al., 2024).

## Career Development

According to (Hasibuan, 2017) in (M. . C. 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. Career development is a career planning activity that is carried out to improve an individual's future career and make his or her life better. Career development is activities in developing the potential of employees to occupy higher positions in order to realize future career plans (Anandita et al., 2021). Career development is the process of improving an employee's employability that encourages increased performance in order to achieve the desired career (Rembang et al., 2023). Career development according to (Wakhinuddin, 2020) is the result of an employee's increasing work ability with the aim of realizing his career planning with organizational conditions. According to (Katidjan et al., 2022) it is stated that career development is an effort to change or improve the career of employees from another position in different spaces and groups. According to the company, career development is an increase in the position of employees in the company in a predetermined professional path to improve their performance.

## Organizational Commitment

According to (Rajagukguk, 2016) organizational commitment is an attitude that employees have to remain loyal to the company and willing to continue to work as well as possible to achieve organizational goals. Organizational commitment is a form that arises from the willingness, sincerity and awareness of individuals who are always in the organization which is manifested by how much effort, motivation and trust in realizing the common vision, mission and goals (Busro, 2018). Organizational commitment is the

attitude or authenticity of an employee's character or the sincerity of an employee's heart towards an organization, and aims to be maintained in the organization (Koesoema & B, 2023). Organizational commitment is a situation in which an employee takes sides with a certain organization and his goals and desires to maintain membership in that organization (Pusparani, 2021). Organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to his or her organization (Astuti, 2022). Organizational commitment is the individual psychological state of an employee that is based on trust, great confidence in the willingness to work in the organization and the extent to which an employee still wants to be a member of the organization (Saderiah et al., 2022). According to (Edison et al., 2018) commitment is an attitude that reflects employee loyalty to their organization and an ongoing process by which organizational participants express their concern for the organization, success, and well-being.

### **Employee Performance**

The word performance is an acronym consisting of the words kinetics, energy, and work. According to (Mangkunegara, 2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. According to the term, performance is defined as the embodiment of the results of work done by employees, which in general the word performance is used as a reference for the assessment of the employee in a company or organization (Rahman et al., 2023). According to (Triana & Yofi, 2021), performance is the result of work achieved by a person or a group of people in an organization or company in quality and quantity in a certain period that reflects how well that person or group meets the requirements of a job in an effort to achieve the goals of the organization or company. According to Fuaddi & Marni in (Tamba et al., 2023) Employee performance is the end result of the work completed by an employee both in quality and quantity in accordance with the tasks assigned to him.

### **Method**

This study uses a type of quantitative research with a causal associative research approach that aims to determine the influence and causal relationship between independent variables (leadership style, employee competence, and career development), intervening variables (organizational commitment), and dependent variables (employee performance) at PT Pelindo Multi Terminal. The population in this study is all employees of PT Pelindo Multi Terminal which is 40 people. Given the relatively small and limited population, this study uses a saturated sampling technique (census) where all members of the population are used as research samples, so that the sample in this study is 40 respondents. The data collection technique used was a closed questionnaire with a Likert scale of 1-5 distributed to all employees to measure their perception of the five research variables, as well as literature studies through literature reviews, scientific journals, books, and relevant previous research to support the theoretical foundation of the research. The primary data

obtained from the questionnaire was first tested for validity and reliability to ensure that the research instrument was suitable for use. The data analysis technique in this study uses the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of the latest version of SmartPLS software, which was chosen because it is able to analyze the complex relationships between variables with a relatively small sample size and does not require strict data normality assumptions. Data analysis with SmartPLS was carried out through two stages of evaluation, namely the evaluation of the measurement model (outer model) which included a convergent validity test by looking at the value of loading factor ( $\geq 0.70$ ) and Average Variance Extracted/AVE ( $\geq 0.50$ ), a discriminant validity test through cross loading values and Fornell-Larcker criteria, and a reliability test with Composite Reliability and Cronbach's Alpha values ( $\geq 0.70$ ), then followed by the evaluation of the structural model (inner model) which includes a determination coefficient ( $R^2$ ) test to measure the ability of independent variables to explain dependent variables, a predictive relevance ( $Q^2$ ) test to measure the relevance of model predictions, and a hypothesis test through bootstrapping to determine the significance of the influence between variables by looking at T-statistics ( $\geq 1.96$ ) and P-values ( $\leq 0.05$ ) at a confidence level of 95%, and indirect effect analysis to test the role of organizational commitment as an intervening variable through the calculation of Variance Accounted For (VAF) which will show whether organizational commitment plays a role as a full, partial mediation, or non-mediated in the relationship between independent variables to employee performance.

## Results and Discussion

### 1. Overview of Research Objects

PT Pelindo Multi Terminal is a sub-holding of PT Pelabuhan Indonesia (Persero) which was formed on October 1, 2021 and is specifically engaged in the operational management of non-container or multipurpose terminals in Indonesia. The company manages various types of terminals including liquid bulk, dry bulk, multipurpose, general cargo, gas, and vehicle terminals through 37 branch offices spread across the Sumatra region such as Belawan and Dumai, Java such as Jamrud Nilam Mirah, Tanjung Intan, and Tanjung Wangi, Kalimantan such as Bagendang, Bumiharjo, and Trisakti, as well as Sulawesi in Makassar. PT Pelindo Multi Terminal also manages three strategic subsidiaries, namely PT Pelabuhan Tanjung Priok, PT Indonesia Kendaraan Terminal Tbk which is the largest vehicle terminal in ASEAN, and PT Terminal Curah Utama. The company's operational performance showed positive growth with achievements in the first half of 2023 recording the flow of loading and unloading liquid bulk commodities reaching 13.5 million tons with an increase of 38% compared to the same period in 2022, dry bulk reaching 25.5 million tons with a growth of 13%, general cargo recorded 7.7 million tons, an increase of 29%, and gas commodities realized 6.1 million MMBTu grew 17%. As a form of commitment to operational digitalization, in 2023 PT Pelindo Multi Terminal launched Pelindo Terminal Operating System-Multipurpose (PTOS-M) as a single operating system to standardize and digitize all managed terminals. This company plays a vital role in the national logistics chain by providing operational services 24 hours 7 days a day which includes docking services, loading and unloading, stacking, and other port

services to support the smooth flow of goods and trade both domestically and internationally.

2. Evaluation of Measurement Models (Outer Model)

Evaluation of the Measurement Model (Outer Model) is an analysis stage in the SEM-PLS method that aims to assess whether the indicators used are really able to measure latent constructs validly and reliably

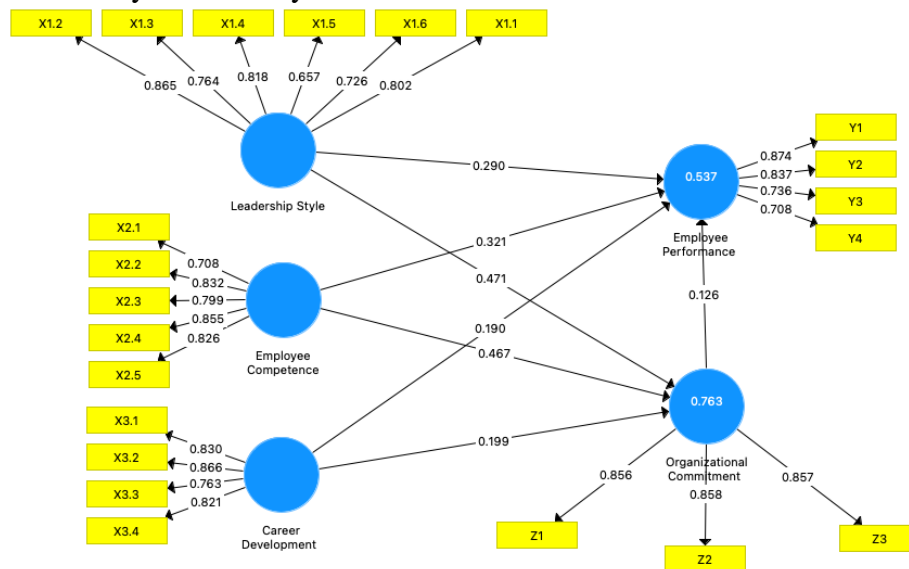


Figure 1. Evaluation of the Initial Model Measurement Model (Outer Model)

a. Convergent Validity

Convergent validity is a test that aims to ensure that each indicator has a high correlation and is able to represent the same construct, which is shown through loading factor values and AVE that meet the criteria.

Table 1. Outer Loading Value Before Elimination

	Career Development	Employee Competence	Employee Performance	Leadership Style	Organizational Commitment
X1.1				0,802	
X1.2				0,865	
X1.3				0,764	
X1.4				0,818	
X1.5				0,657	
X1.6				0,726	
X2.1		0,708			

	Career Development	Employee Competence	Employee Performance	Leadership Style	Organizational Commitment
X2.2		0,832			
X2.3		0,799			
X2.4		0,855			
X2.5		0,826			
X3.1	0,830				
X3.2	0,866				
X3.3	0,763				
X3.4	0,821				
Y1			0,874		
Y2			0,837		
Y3			0,736		
Y4			0,708		
Z1					0,856
Z2					0,858
Z3					0,857

Based on Table 1, the results of the convergent validity test through the outer loading value showed that almost all indicators had met the validity standard with a loading factor value of  $\geq 0.70$ , but there was one indicator that had a substandard value of X1.5 (0.657) in the leadership style variable that had to be eliminated from the model because it did not meet the convergence validity requirements.

**Table 2. Outer Loading Value After Elimination**

	Career Development	Employee Competence	Employee Performance	Leadership Style	Organizational Commitment
X1.1				0,858	
X1.2				0,899	
X1.3				0,775	
X1.4				0,866	
X1.6				0,814	
X2.1		0,708			
X2.2		0,831			
X2.3		0,799			
X2.4		0,855			
X2.5		0,826			
X3.1	0,831				
X3.2	0,866				
X3.3	0,762				
X3.4	0,820				
Y1			0,864		
Y2			0,835		
Y3			0,755		
Y4			0,708		
Z1					0,855
Z2					0,859
Z3					0,857

Based on Table 2, the results of the convergent validity test after the elimination of the X1.5 indicator showed that all indicators in all research variables met the validity standard with an outer loading value of  $\geq 0.70$ , where the leadership style variable had a loading factor value ranging from 0.775 to 0.899, employee competence between 0.708 to 0.855, career development between 0.762 to 0.866, employee performance between 0.708 to

0.864, and organizational commitment between 0.855 to 0.859. Thus, the measurement model after elimination is declared valid and all remaining indicators are feasible to be used to measure their latent constructs, so that the analysis can proceed to the structural model evaluation stage.

**b. Discriminant Validity**

Discriminant validity is a test that aims to ensure that a construct is completely different and does not overlap with other constructs, which is demonstrated through *cross loading values* and *Fornell–Larcker criteria*.

**Tabel 3. Cross Loading**

	Leadership Style	Employee Competence	Career Development	Employee Performance	Organizational Commitment
X1.1	0,858	0,089	0,322	0,281	0,526
X1.2	0,899	0,009	0,257	0,354	0,508
X1.3	0,775	-0,020	0,259	0,211	0,333
X1.4	0,866	0,036	0,355	0,337	0,430
X1.6	0,814	-0,057	0,249	0,130	0,340
X2.1	-0,156	0,708	0,268	0,341	0,279
X2.2	-0,065	0,831	0,451	0,503	0,532
X2.3	0,220	0,799	0,711	0,553	0,621
X2.4	0,013	0,855	0,587	0,512	0,659
X2.5	-0,021	0,826	0,448	0,363	0,504
X3.1	0,284	0,428	0,831	0,599	0,652
X3.2	0,336	0,503	0,866	0,457	0,660
X3.3	0,259	0,576	0,762	0,584	0,476
X3.4	0,246	0,628	0,820	0,435	0,588
Y1	0,427	0,447	0,404	0,864	0,589
Y2	0,194	0,554	0,509	0,835	0,547
Y3	0,134	0,495	0,616	0,755	0,561
Y4	0,306	0,306	0,470	0,699	0,394

	Leadership Style	Employee Competence	Career Development	Employee Performance	Organizational Commitment
Z1	0,497	0,503	0,520	0,541	0,855
Z2	0,389	0,622	0,633	0,562	0,859
Z3	0,458	0,599	0,706	0,613	0,857

Based on Table 3, each indicator has the highest cross loading value on the variable it measures compared to other variables, thus meeting the criteria of discriminant validity. These results show that all indicators are able to represent their respective constructs precisely and there is no overlap of measurements between variables in the research model.

**Table 4. Fornell–Larcker**

	Career Development	Employee Competence	Employee Performance	Leadership Style	Organizational Commitment
Career Development	0,821				
Employee Competence	0,643	0,806			
Employee Performance	0,635	0,580	0,791		
Leadership Style	0,344	0,023	0,327	0,844	
Organizational Commitment	0,728	0,673	0,669	0,522	0,857

Based on Table 4, the square root value of AVE in each variable (shown diagonally) is greater than the correlation value between the other variables, thus meeting the Fornell–Larcker criteria. These results show that all constructs in the study have good discriminant validity.

### c. Composite Reliability

Composite reliability is a test used to assess the level of internal consistency of an indicator in measuring a construct, which is indicated by a composite reliability value  $\geq 0.70$ .

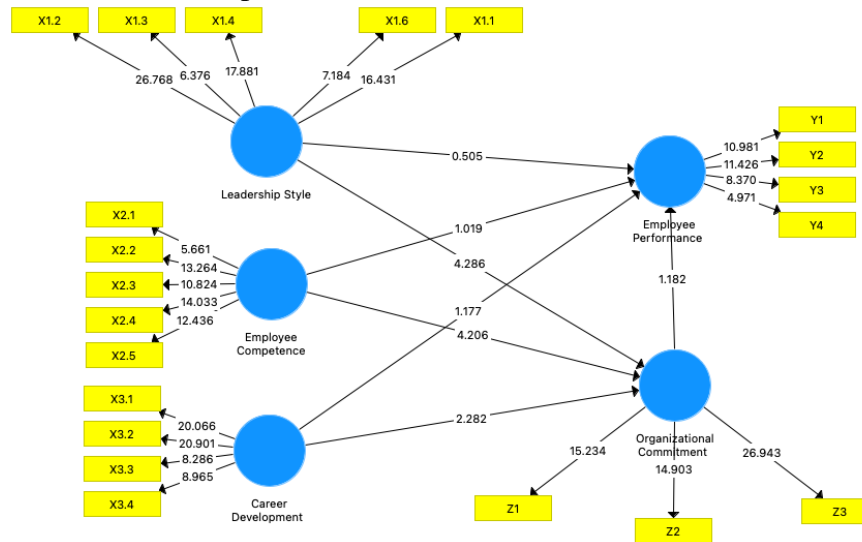
**Tabel 5. Composite Reliability dan Cronbach's Alpha**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0,838	0,843	0,892	0,674
Employee Competence	0,866	0,887	0,902	0,649
Employee Performance	0,798	0,808	0,869	0,626
Leadership Style	0,899	0,925	0,925	0,711
Organizational Commitment	0,819	0,822	0,892	0,734

Based on Table 5, all study variables had Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50, thus meeting the criteria of convergent reliability and validity. These results show that the indicators on each variable are consistent and are able to measure the research construct reliably.

**d. Evaluation of Structural Models (Inner Model)**

The evaluation of the structural model (inner model) aims to assess the strength and direction of the relationship between latent variables and the model's ability to explain endogenous variables. The tests include R-Square values, path coefficients (t-statistic and p-value), effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ).



**Figure 2. Evaluation of Structural Model (Inner Model) Bootstrapping Results**

**a. R-Square**

R-Square is a measure that shows how much independent variables are able to explain variations in dependent variables in a research model.

**Table 6. R-Square**

	R Square	R Square Adjusted
Employee Performance	0,511	0,455
Organizational Commitment	0,744	0,722

Based on Table 6, the R-Square value of 0.511 indicates that employee performance can be explained by leadership style, employee competence, and career development by 51.1 percent, while the rest is influenced by other factors outside the model. Meanwhile, the R-Square value of 0.744 shows that organizational commitment can be explained by the variables of leadership style, employee competence, and career development of 74.4 percent.

**b. Effect Size ( $f^2$ )**

Effect Size ( $f^2$ ) is a measure used to determine the magnitude of the influence of an independent variable on the dependent variable in a structural model.

**Tabel 7. Effect Size ( $f^2$ )**

	Career Development	Employee Competence	Employee Performance	Leadership Style	Organizational Commitment
Career Development			0,054		0,134
Employee Competence			0,033		<b>0,509</b>
Employee Performance					
Leadership Style			<b>0,007</b>		<b>0,556</b>
Organizational Commitment			0,048		

Based on Table 8, the results of the effect size test ( $f^2$ ) show that leadership style has a large influence on organizational commitment ( $f^2 = 0.556$ ) but small influence on employee performance ( $f^2 = 0.007$ ), employee competence has a large influence on organizational commitment ( $f^2 = 0.509$ ) and small influence on employee performance ( $f^2 = 0.033$ ), career development has a moderate influence on organizational commitment ( $f^2 = 0.134$ ) and small influence on employee performance ( $f^2 = 0.054$ ), while organizational commitment had a small effect on employee performance ( $f^2 = 0.048$ ) using the Cohen criterion where  $f^2 \geq 0.35$  (large),  $0.15 \leq f^2 < 0.35$  (medium), and  $0.02 \leq f^2 < 0.15$  (small). These results indicate that employee leadership style and competence are the strongest predictors in shaping organizational commitment, while the direct contribution of independent variables and organizational commitment to employee performance tends to be small, so there may be more complex mediation mechanisms in the relationship.

**c. Predictive Relevance (Q<sup>2</sup>)**

Predictive Relevance (Q<sup>2</sup>) is a measure that shows the ability of the research model to accurately predict the observed values of endogenous variables.

The Predictive Relevance (Q<sup>2</sup>) value is calculated using the formula:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

Where:

R<sup>2</sup><sub>1</sub> is the R-Square of employee performance (0.511) and

R<sup>2</sup><sub>2</sub> is the R-Square of organizational commitment (0.744)

So that it is obtained:

$$Q^2 = 1 - (1 - 0,511)(1 - 0,744)$$

$$Q^2 = 1 - (0,489 \times 0,256)$$

$$Q^2 = 1 - 0,125$$

$$Q^2 = 0,875$$

A Q<sup>2</sup> value of 0.875 (> 0) shows that the research model has excellent predictive ability in explaining employee performance and organizational commitment at PT Pelindo Multi Terminal.

**4. Hypothesis Testing**

Hypothesis testing is an analytical process to find out whether the relationship between variables in the study is proven to be significant or not based on the established statistical values.

**Table 9. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Career Development -> Employee Performance	0,251	0,248	0,214	1,177	<b>0,240</b>
Career Development -> Organizational Commitment	0,268	0,268	0,118	2,282	<b>0,023</b>
Employee Competence -> Employee Performance	0,213	0,243	0,209	1,019	<b>0,309</b>
Employee Competence -> Organizational Commitment	0,491	0,488	0,117	4,206	<b>0,000</b>

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership Style -> Employee Performance	0,078	0,102	0,155	0,505	<b>0,614</b>
Leadership Style -> Organizational Commitment	0,418	0,426	0,098	4,286	<b>0,000</b>
Organizational Commitment -> Employee Performance	0,302	0,268	0,255	1,182	<b>0,238</b>

Based on Table 9 using a significance level of 5 percent and a table t-value of 1.96, the test results show that:

### Career Development to Employee Performance

The test results showed that career development had a path coefficient of 0.251 with a calculated t value of 1.177 which was smaller than the t table of 1.96, so that career development did not have a significant effect on the performance of PT Pelindo Multi Terminal employees. This condition shows that existing career development programs have not directly encouraged the improvement of employees' daily performance, especially in achieving operational targets and completing routine tasks.

### Career Development to Organizational Commitment

Career development has a path coefficient of 0.268 with a calculated t value of 2.282 which is greater than the t table of 1.96, thus having a significant effect on organizational commitment. This shows that the clarity of career paths, promotion opportunities, and self-development is able to increase employee attachment, loyalty, and sense of belonging to PT Pelindo Multi Terminal.

### Employee Competence to Employee Performance

Employee competence has a path coefficient of 0.213 with a calculated t value of 1.019 which is smaller than the t table of 1.96, so it does not have a significant effect on the performance of PT Pelindo Multi Terminal employees. These results show that the competencies that employees have have not been fully reflected in the improvement of work output, likely because the work is procedural and has been strictly regulated by the company's operational standards.

### Employee Competence to Organizational Commitment

Employee competence has a path coefficient of 0.491 with a calculated t value of 4.206 which is greater than the t table of 1.96, so that it has a significant effect on the organizational commitment of PT Pelindo Multi Terminal. Employees who feel they have

the skills and skills that are appropriate for their job will show confidence, work commitment, and a willingness to stay and contribute to the company.

**Leadership Style to Employee Performance**

The leadership style has a path coefficient of 0.078 with a calculated t value of 0.505 which is smaller than the t table of 1.96, so it does not have a significant effect on the performance of PT Pelindo Multi Terminal employees. These results show that the leadership pattern implemented has not directly affected the work output of employees, considering that the implementation of work is more guided by clear systems, procedures, and division of tasks.

**Leadership Style to Organizational Commitment**

The leadership style has a path coefficient of 0.418 with a calculated t value of 4.286 which is greater than the t table of 1.96, so that it has a significant effect on the organization's commitment. Leadership that is able to provide direction, support, and attention to employees plays a role in building trust and loyalty of employees to PT Pelindo Multi Terminal.

**Organizational Commitment to Employee Performance**

The organization's commitment has a path coefficient of 0.302 with a calculated t value of 1.182 which is smaller than the t table of 1.96, so that it does not have a significant effect on the performance of PT Pelindo Multi Terminal employees. This shows that even though employees have a sense of attachment to the company, this commitment has not fully encouraged direct performance improvement in the implementation of daily operational tasks.

**Tabel 10. Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Career Development -> Organizational Commitment -> Employee Performance	0,081	0,063	0,072	1,124	<b>0,262</b>
Employee Competence -> Organizational Commitment -> Employee Performance	0,148	0,138	0,139	1,063	<b>0,288</b>
Leadership Style -> Organizational Commitment -> Employee Performance	0,126	0,117	0,120	1,052	<b>0,293</b>

The following is the narrative of the results of indirect influence in table 10., using a significance level of 5% and a table t of 1.96, the test results show that:

**Career Development on Employee Performance through Organizational Commitment**The results of the indirect influence test showed that career development on employee performance through organizational commitment had a coefficient of 0.081 with a calculated t value of 1.124 which was smaller than the t table of 1.96, so it did not have a significant effect. This shows that the increase in career development has not been able to drive employee performance indirectly through the organization's commitment to PT Pelindo Multi Terminal.

**Employee Competence on Employee Performance through Organizational Commitment**The indirect influence of employee competence on employee performance through organizational commitment has a coefficient of 0.148 with a calculated t value of 1.063 which is smaller than the t table of 1.96, so it is declared to have no significant effect. This condition shows that the competencies possessed by employees have not been able to improve performance through strengthening the organization's commitment to real action.

**Leadership Style on Employee Performance through Organizational Commitment**The results of the analysis showed that the leadership style on employee performance through organizational commitment had a coefficient of 0.126 with a calculated t value of 1.052 which was smaller than the t table of 1.96, so it did not have a significant effect. This shows that organizational commitment has not played a role as an intervening variable that is able to channel the influence of leadership style on the performance of PT Pelindo Multi Terminal employees.

## Conclusion

Based on the results of the study, the condition of PT Pelindo Multi Terminal shows that employee performance in operational activities is more determined by the work system, standard operating procedures, and standard task arrangements, so that variations in leadership styles, competency levels, and career development programs have not been seen to have a direct impact on daily work results. On the other hand, leadership, competence, and career development have been shown to play a role in shaping organizational commitment, reflecting that employees have loyalty and attachment to the company even though performance improvement is more structural and process-based.

This situation illustrates that PT Pelindo Multi Terminal as a port service company with high operational risks demands consistency in the implementation of work according to procedures, so that employee improvisation space is relatively limited. Therefore, company performance tends to be stable and controlled by the system, while the role of human resource management is more visible in maintaining workforce sustainability, discipline, and employee compliance with company rules.

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