

## The Effect of Training, Competence and Loyalty on Employee Performance with Employee Engagement as a Moderation Variable in PT Pelindo Multi Terminal

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### ABSTRACT

This study aims to analyze the influence of training, competence, and loyalty on employee performance with employee engagement as a moderation variable at PT Pelindo Multi Terminal Branch Belawan. This study uses a quantitative approach with a causal associative research method to test the cause-effect relationship between variables. The research population is all employees of PT Pelindo Multi Terminal Branch Belawan which totals 40 people, with the sample determination technique used is the census technique (saturated sampling). Data was collected through a questionnaire with a Likert scale that has been tested for validity and reliability. The data analysis technique used Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS software version 4.0 to test the measurement model (outer model) and structural model (inner model), as well as to analyze the effect of employee engagement moderation on the relationship between independent and dependent variables. The results show that training and competencies have a positive and significant effect on employee performance, with competence as the most dominant factor. However, loyalty and employee engagement also do not have a significant effect on employee performance. For the moderation relationship, the employee engagement variable was not shown to moderate the relationship between employee competence and performance, nor did it moderate the relationship between employee loyalty and performance, nor did it moderate the relationship between training and employee performance. The research model has an R<sup>2</sup> value of 0.739 which shows that the variables of training, competence, loyalty, and employee engagement are able to explain 73.9% of the variation in employee performance, with a Q<sup>2</sup> value of 0.739 which indicates excellent predictive relevance.

## Introduction

Currently, human resources cannot be underestimated in a company. Because human resources are one of the most important elements for the life of a company, where the progress and retreat of a company is one of the factors that can be determined by the human resources owned (M. C. Rizky, 2022). The success or failure of an employee at work will be known if the company in question implements a performance appraisal system (Destika, 2022). So it can be said that the success of a company cannot be separated from how well the human resources in the company perform. Performance is the results obtained by an organization, both profit-oriented and nonprofit-oriented, that are produced over a period of time (Kosali, 2023). (A. A. A. P. Mangkunegara, 2018) defines employee performance as work achievement or work output (output) both quality and quantity achieved by a person with a certain period of time in carrying out his work duties in accordance with the responsibilities given to him. Meanwhile, (Supriyadi, 2015) in (Dinianti & Suwitho, 2024) states that employee performance is an effort in employee competence which has a level expected by the organization, which is able to contribute optimally so that it can achieve goals. In other words, whether or not employee performance is good or not can be seen from the achievement of targets produced and completed by each employee (Bangun, 2018).

PT Pelindo Multi Terminal as one of the state-owned companies engaged in the port and logistics sector, faces complex challenges in managing and optimizing employee performance to achieve the company's goals. Employee performance is not only determined by individual factors, but is also influenced by various aspects of the organization such as training, competence, loyalty, and the level of employee engagement that interact with each other to form complex work dynamics. Productivity that has not been optimized is reflected in performance targets that are not consistently achieved, output quality that fluctuates and is unstable, and operational efficiency that can still be improved. Obstacles in achieving KPIs can be seen from the *Key Performance Indicators* that are not always achieved, performance *monitoring* and evaluation that has not been systematic, and *feedback mechanisms* that are not constructive in providing direction for improvement.

These resources can be trained, developed, maintained for the future of the organization and can even be a determinant of the sustainability of the organization (Rizky, M. et al., 2022). To improve employee performance, companies can provide equal opportunities for all employees to be able to take part in training (Dinianti & Suwitho, 2024). According to (Alim & Rachmawati, 2018) explained that training is an environmental forum for employees, where they acquire or learn attitudes and the process of teaching certain knowledge and skills, so that employees are more skilled and able to carry out their responsibilities better, in accordance with the required standards. Training is

the process of teaching new hires the skills they need to do their jobs. The employee training program aims to provide new skills, knowledge, or attitudes so that employees can carry out their duties better and carry out their work competently and responsibly in accordance with applicable provisions (Ramadan, 2024). On the other hand, employees who do not participate in training will experience limited knowledge and are less able to adapt to the demands of work (Sitepu & Rizky, 2025). Some employees are still unable to use the facilities and implement new work methods, so small mistakes always arise and it is felt that the training carried out has not been effectively conveyed to the trainees (Kosali, 2023). Research results of Furi and Winarno (2020); Dewi and Fauzi (2021); Lee et.al., (2023); It is proven that the training provided is able to significantly improve performance. On the other hand, the results of Keka et.al., (2021) research found contrasting results where training has a negative effect on employee performance.

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 competencies consisting of knowledge, abilities/skills (*skills*), *attitudes*, situations (Pratama, 2012) in (Pristiningsih, 2015). (Wibowo, 2017) defines competence as the ability of an individual (employee) to be able to carry out work or tasks based on skills and knowledge and supported by the work attitude demanded by a job. The results of the research of Sinaga et.al., (2021); Mahmood et.al., (2018); also provide support regarding the positive influence of competence on improving employee performance. The results of Marnisah et.al.'s research (2022) found contrasting results where competence negatively affects employee performance.

According to (M. C. Rizky & Ardian, 2019) Employee loyalty or loyalty to the company will be able to cause a sense of responsibility from employees, then a sense of mutual ownership will arise towards the company. In reality, it is indeed difficult to cultivate loyalty for all company employees. Loyalty is basically loyalty, devotion and trust given or shown to a person or institution, in which there is a sense of love and responsibility to try to provide the best service and behavior (Husni, 2018) in (Nisa & Prasetya, 2024).

Another variable that is assumed to affect employee performance is the feeling of pride and recognition of an employee (Shabira, 2024). According to (Destika, 2022), employee performance is influenced by several factors, both related to the workforce itself and those related to the corporate environment of an organization, one of which is employee *engagement*." Employees who have high employee engagement have three advantages. First, employees become happier and more enthusiastic, so that they can produce job resources that will have an impact on completing *task performance* with better results. Second, employees will be healthier both physically and psychologically, so that employees can work more focused on completing their work. Third, employees will channel *employee engagement* to other employees, so that interpersonal relationships can be established properly and group performance becomes better (Saddawero et al., 2023). If employees are more *engaged* with the company, the employee's performance can be

further improved. Schneider (2008) said that *employee engagement* can not only increase the performance and productivity of an employee, but also increase the loyalty and commitment of employees (Fakhri et al., 2020). Variations in engagement levels indicate that not all employees respond to training and competency utilization in the same way. Employees with high engagement are more enthusiastic about participating in training programs and are able to optimize their competencies, which ultimately has a positive impact on loyalty and performance. Conversely, low engagement can reduce the effectiveness of HR development programs and weaken loyalty.

The various factors mentioned above can be studied more deeply to see which ones should be prioritized first and to find out which factors are more influential in improving the success of employee performance to achieve company goals. Based on the phenomenon that has been described above, the author is interested in conducting a research entitled "**The Influence of Training, Competence and Loyalty on Employee Performance with *Employee Engagement* as a Moderation Variable at PT Pelindo Multi Terminal**".

#### *Employee Performance*

According to (A. P. Mangkunegara, 2020), performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can also be interpreted as the result of work achieved by a person in carrying out his or her duties, taking into account factors such as quality, quantity, completion time, and work effectiveness. According to (Robbins & Judge, 2019) the performance of an employee can be determined by the quality of the work results, the number of jobs that can be completed, the timeliness of job completion, effectiveness at work, and the ability of employees to work without the help of others. Understanding the importance of employee performance for the organization, companies must do various ways or efforts to improve employee performance, such as by providing career development training and competency improvement (Sibarani & Dwiarti, 2024). According to (Noor, 2013) in (M. C. Rizky, 2022) Employee performance can be interpreted as the result of work achieved by employees in completing the tasks and responsibilities given to them in a certain period, good performance is optimal performance, namely performance that is in accordance with company standards and supports the achievement of company goals.

#### *Training*

Poor performance is improved in such a way that, to be better can be done in the training process (Rizky, M. et al., 2022). (Cheach et al., 2019) states that training is a structured process that is designed in such a way as possible to improve the skills, abilities and knowledge possessed by an employee. According to (Alim & Rachmawati, 2018) explained that training is an environmental forum for employees, where they acquire or learn attitudes and the process of teaching certain knowledge and skills, so that employees are more skilled and able to carry out their responsibilities better, in accordance with the required standards. The training is aimed at complementing skills in doing work, as well as

being able to use work equipment correctly (M. C. Rizky et al., 2023). According to Mondy (2008) in (Fakhri et al., 2020) training is the core of the company's efforts to improve the capabilities of its employees so that organizational performance is improving. Effective soft skills and hard skills training are the keys to increasing productivity, strengthening team collaboration, and creating a positive and developing work environment (Zakian et al., 2024). Companies will greatly benefit if they have many competent employees.

### *Competencies*

(Wibowo, 2017) defines competence as the ability of an individual (employee) to be able to carry out work or tasks based on skills and knowledge and supported by the work attitude demanded by a job. (Sinaga et al., 2021) states that competence is a combination of the traits, knowledge, skills, and behavior of an individual (employee) that is the basis for producing the best performance as expected. Employees with a high level of competence will also have high performance. Competence is an individual characteristic that has a person's skills, knowledge, and expertise in producing performance supported by a work attitude that can be measured in achieving work effectiveness (Dinianti & Suwitho, 2024). According to (Barus & Kholik, 2024) Employee competence is defined as the integration of knowledge, skills, and attitudes that support individuals in carrying out their duties and responsibilities. Good mastery of competencies allows employees to work with a high level of effectiveness and efficiency, while making a value-added contribution to the achievement of organizational goals. Successful employees are generally those who have competencies in knowledge, skills, and personal qualities that include professional attitude, work motivation, integrity values, and acting skills necessary to carry out tasks and responsibilities optimally (Ferine et al., 2017).

### *Loyalty*

Loyalty comes from the word loyal which means loyal. Loyalty is basically loyalty, devotion and trust given or shown to a person or institution, in which there is a sense of love and responsibility to try to provide the best service and behavior (Husni, 2018) in (Nisa & Prasetya, 2024). According to (M. C. Rizky & Ardian, 2019) Employee loyalty to the organization/company means a person's willingness to sacrifice his personal interests without expecting anything. If viewed from the meaning, he said that the meaning of loyalty is loyalty, for a person loyalty to work or a sense of belonging to the company and responsibility indicates that he has loyalty. Meanwhile (Suhendi, 2017), said that employee work loyalty is shown by the commitment of employees to the company, organizational commitment can be formed by several factors both from organizations and individuals.

### *Employee Engagement*

*Employee engagement* is a new topic in the world of management. *Employee engagement* was first triggered by Khan (1990), which is a state where an employee tries to tie himself to the company, so that an employee is not only physically involved in work, but also emotionally. Employee engagement is often associated with organizational

commitment, but employee engagement is more than that, because employees who are engaged with the company will have full attention to their work, and work wholeheartedly (Fakhri et al., 2020). Employee engagement is the level of connection, commitment and emotional connection of employees to work and the organization (Crawford, 2019). Employees who have employee engagement will have high initiative in doing tasks and are more motivated to learn more than what they do on a daily basis (Schaufeli, 2012) in (Saddawero et al., 2023). Involvement includes physical and psychological presence when carrying out organizational roles (Crawford, 2019).

## Method

This study uses a type of quantitative research with a causal associative approach, because it aims to analyze the influence of training, competence, and loyalty on employee performance and test the role of employee engagement as a moderation variable. The population in this study is all employees of PT Pelindo Multi Terminal Branch Belawan which is 40 people. Given the relatively small population, the sample determination technique used is the census technique (saturated sampling), so that all members of the population are used as research samples. The research data was collected using a questionnaire with a Likert scale to measure each variable indicator. The data analysis technique was carried out using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method using the SmartPLS application, which included testing the measurement model (outer model) through the test of convergent validity, discriminant validity, and reliability, as well as testing the structural model (inner model) through the analysis of the path coefficient, the value of the determination coefficient ( $R^2$ ), and testing the effect of employee engagement moderation on the relationship between training, competence, and loyalty to employee performance.

## Results and Discussion

### *Evaluation of Measurement Models (Outer Model)*

Evaluation of the outer model or measurement model is carried out to assess the validity and reliability of the research instrument. The evaluation of the outer model in PLS-SEM includes:

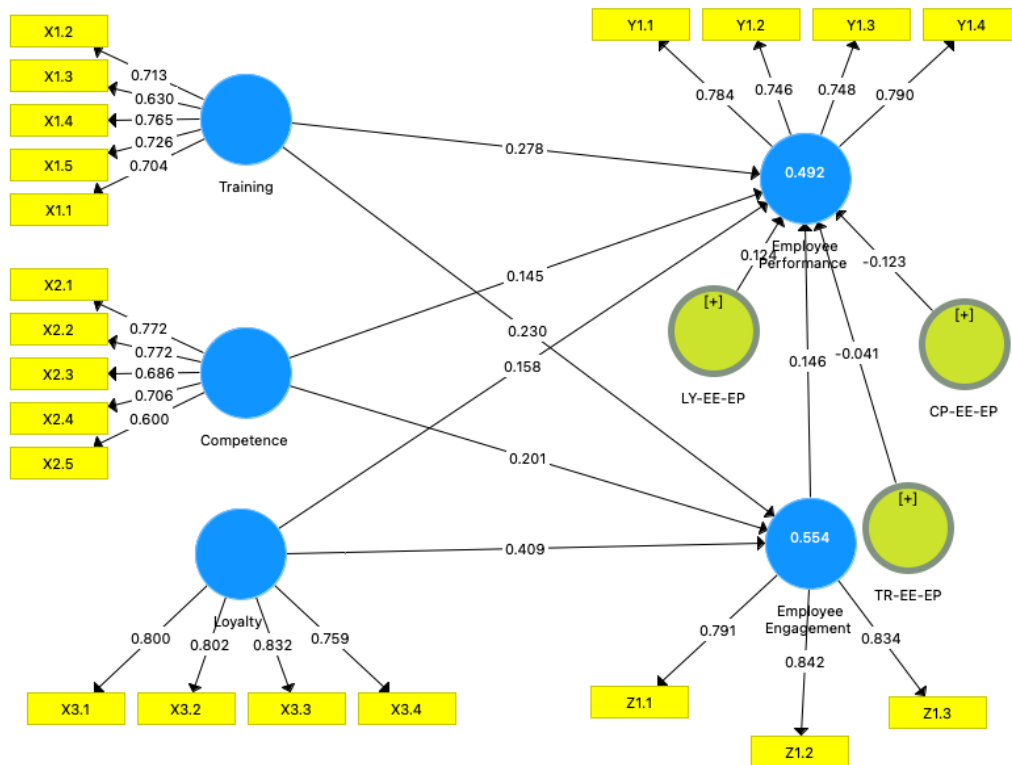


Figure 1. The First Outer Model

a. Convergent Validity

Convergent validity is measured by looking at the value of the outer loading or loading factor and the Average Variance Extracted (AVE).

Table 1. Outer Loading Value

	Competence	Employee Engagement	Employee Performance	Loyalty	Moderating EE-CM	Moderating EE-LY	Moderating EE-TR	Training
Competence * Employee Engagement					2,524			
Loyalty * Employee Engagement						2,230		
Training * Employee Engagement							2,268	

	Competence	Employee Engagement	Employee Performance	Loyalty	Moderating EE-CM	Moderating EE-LY	Moderating EE-TR	Training
X1.2								0,798
X1.3								0,727
X1.4								0,850
X1.5								0,830
X2.1	0,815							
X2.2	0,816							
X2.3	0,711							
X2.4	0,689							
X2.5	0,827							
X3.1				0,807				
X3.2				0,805				
X3.3				0,864				
X3.4				0,830				
Y1.1			0,811					
Y1.2			0,814					
Y1.3			0,863					
Y1.4			0,847					
Z1.1		0,791						
Z1.2		0,895						
Z1.3		0,859						
X1.1								0,713

Based on Table 1, almost all indicators of the research variables have an outer loading value above 0.7 which indicates good convergent validity, there is one indicator that has an outer loading value below 0.7, namely X2.4 (Competence) of 0.689 so that it must be eliminated from the model, while other indicators meet the criteria for convergent validity with values above 0.7.

Table 2. Outer Loading Value After Elimination

	Competence	Employee Engagement	Employee Performance	Loyalty	Moderating EE-CM	Moderating EE-LY	Moderating EE-TR	Training
Competence * Employee Engagement					2,507			
Loyalty * Employee Engagement						2,230		
Training * Employee Engagement							2,268	
X1.2								0,798
X1.3								0,727
X1.4								0,850
X1.5								0,830
X2.1	0,847							
X2.2	0,849							
X2.3	0,772							
X2.5	0,832							
X3.1				0,807				
X3.2				0,805				
X3.3				0,864				
X3.4				0,830				
Y1.1			0,809					
Y1.2			0,814					
Y1.3			0,865					
Y1.4			0,848					
Z1.1		0,791						
Z1.2		0,895						

	Competence	Employee Engagement	Employee Performance	Loyalty	Moderating EE-CM	Moderating EE-LY	Moderating EE-TR	Training
Z1.3		0,859						
X1.1								0,713

Based on Table 2 after the elimination of the X2.4 indicator, all indicators of the study variables have met the criteria of convergent validity with an outer loading value above 0.7, where the highest value in the Z1.2 indicator (Employee Engagement) is 0.895 and the lowest in X1.1 (Training) is 0.713, and the moderation variable shows a strong effect with the interaction values of Competency-Employee Engagement (2.507), Training-Employee Engagement (2.268), and Looyalitas-Employee Engagement (2,230).

**b. Discriminant Validity**

Discriminant validity is measured using two methods, namely: Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT).

**Table 3. Fornell-Larcker Criterion**

	Competence	Employee Engagement	Employee Performance	Loyalty	Moderating EE-CM	Moderating EE-LY	Moderating EE-TR	Training
Competence	0,803							
Employee Engagement	0,853	0,850						
Employee Performance	0,825	0,724	0,834					
Loyalty	0,818	0,756	0,760	0,827				
Moderating EE-CM	-0,575	-0,538	-0,513	-0,474	1,000			
Moderating EE-LY	-0,533	-0,545	-0,475	-0,398	0,985	1,000		
Moderating EE-TR	-0,537	-0,557	-0,493	-0,439	0,976	0,987	1,000	
Training	0,831	0,806	0,812	0,877	-0,485	-0,447	-0,501	0,785

Based on Table 3 of the Fornell-Larcker Criterion, all research variables met the criteria of discriminant validity where the value of the square root of AVE was

diagonal (Competence = 0.803; Employee Engagement = 0.850; Employee Performance = 0.834; Loyalty = 0.827; Training = 0.785) greater than the correlation value between other latent variables. The moderation variable (Moderating EE-CM, EE-LY, EE-TR) shows a perfect discriminant validity value of 1,000 on the diagonal and has a negative correlation with other latent variables, indicating that each variable in the model is unique and distinguishable from each other.

### c. Reliability

Reliability is an index that shows the extent to which a measurement is trustworthy or reliable. This test is used to estimate the consistency of respondents in answering questionnaires. The alpha coefficient or Cronbach's alpha and composite reliability are used to measure the level of realism of a research variable.

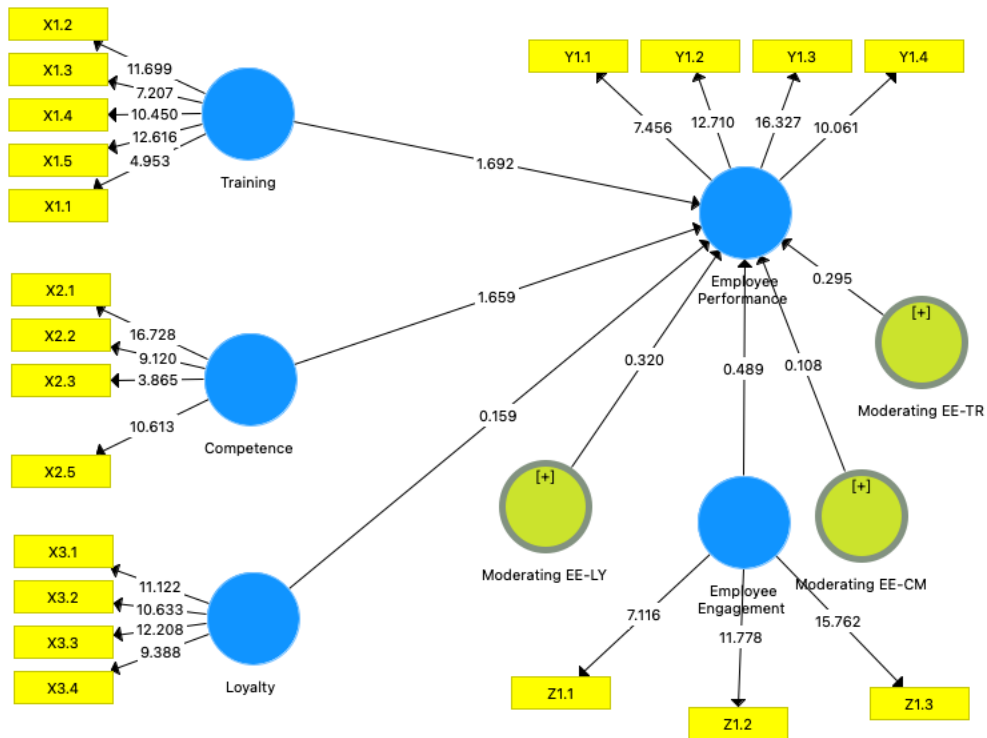
**Tabel 5. Composite Reliability & Cronbach's Alpha**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0,815	0,836	0,878	0,645
Employee Engagement	0,807	0,817	0,886	0,722
Employee Performance	0,854	0,856	0,901	0,696
Loyalty	0,846	0,851	0,896	0,684
Moderating EE-CM	1,000	1,000	1,000	1,000
Moderating EE-LY	1,000	1,000	1,000	1,000
Moderating EE-TR	1,000	1,000	1,000	1,000
Training	0,843	0,847	0,889	0,617

Based on Table 5, all study variables had excellent reliability with Composite Reliability values ranging from 0.878-1,000 (above 0.7), Cronbach's Alpha between 0.807-1,000 (above 0.7), and Average Variance Extracted (AVE) between 0.617-1,000 (above 0.5), which indicates that all constructs in the model have high internal consistency and are able to explain the variance of the indicators well.

*Evaluation of Structural Models (Inner Model)*

An internal model evaluation or structural model is carried out to assess the relationship between latent variables in the research model. The results of the internal model evaluation bootstrapping in PLS-SEM include:



**Figure 3. Inner Model Evaluation**

**a. Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination (R<sup>2</sup>) is used to measure how much an independent variable can explain a dependent variable. The value of R<sup>2</sup> ranges from 0 to 1, with the following scoring criteria:

**Table 6. Coefficient of determination (R<sup>2</sup>)**

	R Square	R Square Adjusted
Employee Performance	0,739	0,681

Based on Table 6, the R Square value of 0.739 indicates that the training, competence, loyalty, and employee engagement variables along with their moderation effects are able to explain 73.9% of the variation in PT Pelindo Multi Terminal's employee performance, while the remaining 26.1% is influenced by other factors outside the research model, with an R Square Adjusted value of 0.681 which indicates that the model has strong predictive ability after adjusting for the number of predictive variables.

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

Effect size ( $f^2$ ) is used to assess the magnitude of the influence of independent variables on dependent variables. Effect size assessment criteria:

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

	Employee Performance
Competence	0,127
Employee Engagement	0,010
Employee Performance	
Loyalty	0,002
Moderating EE-CM	0,001
Moderating EE-LY	0,007
Moderating EE-TR	0,007
Training	0,115

Based on Table 7, the competency variables ( $f^2 = 0.127$ ) and training ( $f^2 = 0.115$ ) had a moderate category effect size on employee performance, while employee engagement ( $f^2 = 0.010$ ), loyalty ( $f^2 = 0.002$ ), and moderation variables (Moderating EE-CM = 0.001; EE-LY = 0.007; EE-TR = 0.007) indicates a small category effect size, indicating that competency and training make a greater substantive contribution to predicting employee performance than other variables.

### *Hypothesis Testing*

Hypothesis testing in this study was carried out using the bootstrapping technique on SmartPLS. Bootstrapping is a resampling method used to estimate the sampling distribution and standard error of parameters in the PLS-SEM model. The bootstrapping procedure was carried out with 5,000 subsamples to obtain a stable estimate.

**Table 8. Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence -> Employee Performance	0,473	0,424	0,285	2,659	0,008
Employee Engagement -> Employee Performance	-0,130	-0,090	0,265	0,489	0,625
Loyalty -> Employee Performance	0,058	0,005	0,363	0,159	0,873
Moderating EE-CM -> Employee Performance	0,047	0,071	0,434	0,108	0,914
Moderating EE-LY -> Employee Performance	-0,230	-0,088	0,719	0,320	0,749
Moderating EE-TR -> Employee Performance	0,151	0,018	0,512	0,295	0,768
Training -> Employee Performance	0,472	0,503	0,279	2,692	0,001

Based on Table 8, the results of hypothesis testing showed that of the seven hypotheses tested, only two hypotheses were accepted with a significance level of 5% ( $p$ -value  $< 0.05$ ). The first hypothesis accepted was the effect of training on employee performance with a path coefficient value of 0.472,  $t$ -statistic of 2.692, and  $p$ -value of 0.001, which shows that training has a positive and significant effect on the performance of PT Pelindo Multi Terminal employees. The second hypothesis accepted is the effect of competence on employee performance with a path coefficient value of 0.473,  $t$ -statistic of 2.659, and  $p$ -value of 0.008, indicating that competence has a positive and significant influence on the performance of PT Pelindo Multi Terminal employees.

Meanwhile, the other five hypotheses were rejected because they had a  $p$ -value  $> 0.05$ . Employee engagement had no significant effect on employee performance with a path coefficient of -0.130,  $t$ -statistic of 0.489, and  $p$ -value of 0.625. Loyalty also did not have a significant effect on employee performance with a path coefficient of 0.058,  $t$ -statistic 0.159, and  $p$ -value of 0.873. The three moderation variables also showed insignificant results, where the moderation of employee engagement in the employee competency-performance relationship (coefficient 0.047,  $t$ -statistic 0.108,  $p$ -value 0.914), the moderation of employee engagement in the employee loyalty-performance relationship (coefficient -0.230,  $t$ -statistic 0.320,  $p$ -value 0.749), and the moderation of employee engagement in the employee training-performance relationship (coefficient 0.151,  $t$ -statistic 0.295,  $p$ -value 0.768) were all shown to strengthen or weakening the relationship

between these variables. These results show that training and competence are key factors that directly affect employee performance, while the role of employee engagement as a moderation variable is not proven to be significant in the context of PT Pelindo Multi Terminal.

## **Conclusion**

### **The Effect of Training on Employee Performance**

The results of the hypothesis test showed that the training had a positive and significant effect on the performance of PT Pelindo Multi Terminal employees with a path coefficient of 0.472 and a p-value of 0.001. These findings indicate that the training programs organized by the company, both container terminal operational technical training, occupational safety training, and training on the use of port systems and technology, are effective in improving employees' ability to carry out their duties. PT Pelindo Multi Terminal, which operates terminals with international standards and modern technology such as automatic container crane systems and Terminal Operating System (TOS), training is crucial to ensure employees are able to operate equipment efficiently and safely. Training also helps employees adapt to changing port regulations, customs procedures, and maritime safety standards, thus directly contributing to increased productivity, timely loading and unloading (dwelling time), and minimization of operational errors, ultimately improving individual and organizational performance.

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

Competency has been proven to have a positive and significant effect on employee performance with a path coefficient of 0.473 and a p-value of 0.008, making it the most dominant factor influencing performance. These results show that PT Pelindo Multi Terminal employees who have high competence in terms of port operational knowledge, technical skills in heavy equipment operation (crane operator, reach stacker, forklift), problem solving skills in handling operational obstacles, and competence in coordination with external parties (shipping line, freight forwarder, customs) are able to show superior performance. In the container terminal industry that demands high precision, speed, and zero error, technical competencies such as the ability to read vessel planning, understand cargo handling procedures, and master electronic documentation systems (e-documents) are absolute prerequisites to achieve productivity targets (moves per hour) and service level agreements set. Soft skills competencies such as communication and teamwork are also vital considering that terminal operations involve coordination between departments in 24/7 work shifts, so that employees can make an optimal contribution to smooth operations and port customer satisfaction.

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

Loyalty was not proven to have a significant effect on employee performance with a path coefficient of 0.058 and a p-value of 0.873. These findings indicate that even if employees have a long-term loyalty or commitment to PT Pelindo Multi Terminal as a port state-

owned enterprise that offers career stability and welfare guarantees, this does not automatically translate into improved performance. This phenomenon can be explained by situations where loyal employees may tend to be comfortable with the status quo and less motivated to increase productivity or innovation at work, especially in SOEs that sometimes have a more bureaucratic organizational culture and minimal performance-based reward systems. In addition, the terminal's highly technical operations with strict Standard Operating Procedures (SOPs), the emotional loyalty of employees to the company is less relevant than the technical ability and discipline in following work procedures. These results indicate that the management of PT Pelindo Multi Terminal needs to focus on continuous competency development and training rather than relying solely on employee loyalty to improve operational performance.

### **The Effect of Employee Engagement on Employee Performance**

Employee engagement had no significant effect on employee performance with a negative path coefficient of -0.130 and a p-value of 0.625. These insignificant results and even point in a negative direction indicate that the level of emotional engagement or enthusiasm of employees for work does not directly improve their performance at PT Pelindo Multi Terminal. This phenomenon can occur due to the highly procedural, repetitive, nature of work in container terminals and tied to a strict work shift system, where performance is determined more by compliance with SOPs and technical capabilities than by employee intrinsic motivation or passion. In an operational environment that is highly regulated and oriented towards quantitative targets (vessel turnaround time, box moves per hour), high engagement without adequate competence will not produce better output. In addition, the organizational culture of SOEs that tends to be bureaucratic and a relatively uniform compensation system without significant differentiation based on individual performance can cause employee engagement not to translate into real productivity increases, because engaged and less engaged employees receive relatively the same treatment and rewards.

### **Moderation of Employee Engagement on the Relationship between Competency and Employee Performance**

Employee engagement has not been proven to moderate the relationship between competence and employee performance with a path coefficient of 0.047 and a p-value of 0.914. These findings show that the level of employee engagement does not strengthen or weaken the influence of competence on performance at PT Pelindo Multi Terminal. This result can be explained by the fact that in highly technical and standardized terminal operations, competence has a strong direct influence on performance without requiring engagement factors as a reinforcement. A competent crane operator will still be able to achieve the set moves per hour target regardless of his level of engagement, as the job demands technical skills and adherence to safety procedures that cannot be replaced by enthusiasm alone. State-owned companies with a 24/7 shift work system and high operational pressure to meet vessel schedules, technical competencies such as trouble shooting equipment capabilities, understanding cargo handling sequences, and execution speed are the main determinants of performance that are independent of the psychological condition or emotional attachment of employees to their work.

### **Moderation of Employee Engagement on Employee Loyalty and Performance Relationships**

Employee engagement was not shown to moderate the relationship between loyalty and employee performance with a negative path coefficient of -0.230 and a p-value of 0.749. These results indicate that the combination of loyalty and engagement does not produce a synergistic effect in improving the performance of PT Pelindo Multi Terminal's employees. These findings are consistent with the results that loyalty itself does not have a significant effect on performance, so adding an element of engagement as a moderator also does not change the dynamics of the relationship. Loyal and engaged employees may have a high level of commitment and belonging to the company, but this does not automatically increase their capacity to operate equipment, meet productivity targets, or solve technical operational problems that require specific expertise. This phenomenon can also be explained by performance management systems that are not optimal in translating loyalty and engagement into concrete outputs, where reward systems and career development paths that are less merit-based cause employees with a combination of high loyalty-engagement to have no additional incentive to perform beyond standard requirements compared to their colleagues who have lower loyalty-engagement but have superior technical competence.

### **Moderation of Employee Engagement on the Relationship of Training and Employee Performance**

Employee engagement was not shown to moderate the relationship between training and employee performance with a path coefficient of 0.151 and a p-value of 0.768. These results show that the effectiveness of training in improving performance does not depend on the level of employee engagement at PT Pelindo Multi Terminal. This finding can be explained by the characteristics of training in the port industry that are mandatory and compliance-driven, such as crane operator certification training, safety induction, dangerous goods handling, and maritime security (ISPS Code), where participation and completion of training are mandatory requirements to be able to carry out certain tasks regardless of the level of enthusiasm of the participants. Employees with high and low engagement must both master the training materials to meet the minimum competency standards set by the regulator (Ministry of Transportation, Port Authority) and the company. The transfer of learning from training to work application is determined more by the quality of the training design, the competence of the instructor, the relevance of the material to the actual work, and the post-training supervision system than the level of participant engagement, so that well-designed training will remain effective in improving performance even in employees with moderate engagement.

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