



ANALYSIS OF WORK CULTURE, COMPETENCIES, CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH COMPENSATION AT PT PELINDO REGIONAL 2 NORTH JAKARTA

ANALISIS BUDAYA KERJA, KOMPETENSI, PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN MELALUI KOMPENSASI DI PT PELINDO REGIONAL 2 JAKARTA UTARA

Roy Qurrotu Ainin^{1*}, Agustina Mogi², Taswanda Taryo³

^{1*}Pamulang University, Email: roymagistermanajemen@gmail.com

²Pamulang University, Email: dosen01557@unpam.ac.id

³Pamulang University, Email: taswandataryo@gmail.com

*email koresponden: roymagistermanajemen@gmail.com

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Abstract

This study aims to analyze the effects of Work Culture, Competence, and Career Development on Employee Performance through Compensation at PT Pelindo Regional 2 North Jakarta. The research employs a quantitative and descriptive approach. The sampling technique used is probability sampling with a simple random sampling method, involving 241 respondents. The analytical tool applied in this study is Partial Least Squares–Structural Equation Modeling (PLS-SEM) version 4.0. The results of the study can be summarized as follows: (1) Work culture has a positive effect on compensation with a path coefficient of 0.195; (2) Competence has a positive effect on compensation with a path coefficient of 0.110; (3) Career development has the strongest positive effect on compensation with a path coefficient of 0.532; (4) Work culture has a negative effect on employee performance with a path coefficient of -0.066 ; (5) Competence has a positive effect on employee performance with a path coefficient of 0.060; (6) Career development has a negative effect on employee performance with a path coefficient of -0.204 ; (7) Compensation has a positive and the most dominant effect on employee performance with a path coefficient of 0.764; (8) Work culture has a positive indirect effect on employee performance through compensation with a path coefficient of 0.149; (9) Competence has a positive indirect effect on employee performance through compensation with a path coefficient of 0.084; and (10) Career development has the strongest indirect effect on employee performance through compensation with a path coefficient of 0.406. Based on these findings, it is recommended that the management of PT Pelindo Regional 2 prioritize a fair and performance-based compensation system, as it has been proven to be the most dominant factor in improving employee performance. Furthermore, career development and competence enhancement should be accompanied by proportional rewards and welfare improvements to ensure productive outcomes and encourage optimal employee contributions.

Keywords : Work Culture, Competence, Career Development, Compensation, Employee Performance, PT Pelindo Regional 2, SmartPLS version 4.0.



Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Budaya Kerja, Kompetensi, Pengembangan Karir terhadap Kinerja Pegawai melalui Kompensasi pada PT Pelindo Regional 2 Jakarta Utara. Penelitian ini menggunakan metode kuantitatif dan deskriptif. Metode sampling pada penelitian ini adalah probability sampling dengan metode simple random sampling dengan sampel sebanyak 241 responden. Adapun alat analisis yang digunakan dalam penelitian ini adalah PLS-SEM versi 4.0. Hasil penelitian dapat disimpulkan sebagai berikut: (1) Budaya kerja berpengaruh positif terhadap kompensasi dengan nilai koefisien jalur sebesar 0,195. (2) Kompetensi berpengaruh positif terhadap kompensasi dengan nilai koefisien jalur sebesar 0,110. (3) Pengembangan karir memiliki pengaruh positif paling kuat terhadap kompensasi dengan nilai koefisien jalur sebesar 0,532. (4) Budaya kerja berpengaruh negatif terhadap kinerja Pegawai dengan nilai koefisien jalur sebesar $-0,066$. (5) Kompetensi berpengaruh positif terhadap kinerja pegawai dengan nilai koefisien jalur sebesar 0,060. (6) Pengembangan karir berpengaruh negatif terhadap kinerja pegawai dengan nilai koefisien jalur sebesar $-0,204$. (7) Kompensasi berpengaruh positif dan paling dominan terhadap kinerja pegawai dengan nilai koefisien jalur sebesar 0,764. (8) Budaya kerja berpengaruh positif terhadap kinerja pegawai melalui kompensasi dengan koefisien jalur sebesar 0,149. (9) Kompetensi berpengaruh positif terhadap kinerja pegawai melalui kompensasi dengan nilai koefisien 0,084. (10) pengembangan karir memiliki pengaruh tidak langsung paling kuat terhadap kinerja pegawai melalui kompensasi dengan koefisien jalur sebesar 0,406. Dalam penelitian ini disarankan bagi perusahaan yaitu manajemen PT Pelindo Regional 2 perlu memprioritaskan sistem kompensasi yang adil dan berbasis kinerja karena terbukti paling dominan dalam meningkatkan kinerja pegawai. Pengembangan karir dan peningkatan kompetensi harus diiringi dengan penghargaan dan kesejahteraan yang proporsional agar berdampak produktif dan mendorong kontribusi optimal pegawai.

Kata Kunci : Budaya Kerja, Kompetensi, Pengembangan Karir, Kompensasi, Kinerja Pegawai, PT Pelindo Regional 2, Smart PLS versi 4.0.

1. INTRODUCTION

The increasingly dynamic global business environment has transformed human resource management (HRM) from an administrative function into a strategic partner that directly contributes to organizational performance and sustainability. Rapid digital transformation, changing workforce demographics, and growing market complexity require organizations to manage human capital in an adaptive, performance-oriented manner. In this context, employee performance represents a critical indicator of an organization's ability to respond to change and maintain competitiveness.

Business transformation has also become inevitable for Indonesian state-owned enterprises (SOEs), particularly following the merger of PT Pelabuhan Indonesia (Pelindo) in 2021, which aimed to establish an integrated and globally competitive national logistics ecosystem. This transformation reflects a strategic shift from an asset-based orientation toward a service-based and value-driven business model. Such a shift demands HRM to function as a strategic business partner by strengthening work culture, enhancing employee competencies, managing career development, and designing performance-based compensation systems.



Within PT Pelindo Regional 2, the ongoing transformation requires fundamental changes in work patterns, employee behavior, and human resource quality. Empirical conditions indicate four key HRM issues that are central to the transformation agenda: the internalization of AKHLAK as the SOE core work culture, the development of digital and technical competencies, performance- and talent-based career development, and the implementation of performance-based compensation. These factors are particularly critical for improving employee performance, especially in the finance division, which plays a strategic role in maintaining corporate governance and financial stability.

However, the internalization of AKHLAK values has not been consistently implemented across organizational units. Work culture, defined as repeated behavioral patterns embedded within an organization (Nawawi, H. 2013), has not fully functioned as a driver of performance. Persistent disciplinary violations, weak cross-functional collaboration, and resistance to post-merger change indicate that cultural alignment remains a challenge. These conditions have negatively affected operational stability and the effectiveness of logistics service integration, ultimately influencing employee performance.

In addition to work culture, business transformation has generated new competency demands due to the increasing digitalization of port operations. Competence refers to the capacity that directs employee behavior in accordance with job requirements (Wibowo, 2017). Despite ongoing improvement efforts, significant competency gaps remain, particularly in technical and digital skills. Uneven training programs and rapid technological advancement have resulted in operational inefficiencies, dependence on external technical support, and delayed decision-making in handling digital system issues. This mismatch between required and actual competencies poses a risk to sustainable performance improvement.

Career development constitutes another essential pillar of HRM in large organizations undergoing post-merger integration. According to Sihotang (2021), career development involves planning employees' future positions based on performance evaluation. Although PT Pelindo Regional 2 has shown progress through merit-based promotion systems and leadership development programs, challenges persist. These include mismatches between job placement and educational background, suboptimal talent mapping, and perceptions of subjectivity in promotion processes, which may weaken employee motivation and limit the effective utilization of human capital.

Compensation also plays a strategic role in shaping employee motivation and performance. Compensation encompasses both financial and non-financial rewards provided in exchange for employee contributions (Sisca Septiani et al., 2024). Nevertheless, post-merger compensation practices at PT Pelindo Regional 2 are perceived as insufficiently fair and proportional, particularly regarding increased workloads that are not matched by corresponding remuneration adjustments. Ineffective overtime compensation further reduces employees' willingness to exceed minimum performance standards, contributing to performance disparities across employees.



These HRM challenges are reflected in variations in employee performance at PT Pelindo Regional 2 during the 2021–2024 period. While improvements in individual performance have been observed in certain years, persistent performance gaps indicate that performance enhancement initiatives have not yet reached optimal outcomes. This situation underscores the need for a more comprehensive examination of HRM factors influencing employee performance within the context of SOE business transformation.

Previous studies have extensively examined the direct effects of work culture, competence, and career development on employee performance. However, research that integrates compensation as a mediating variable within a comprehensive HRM model remains limited, particularly in the context of post-merger SOEs in the port and logistics industry. Therefore, this study aims to analyze the effects of work culture, competence, and career development on employee performance through compensation at PT Pelindo Regional 2. Partial Least Squares–Structural Equation Modeling (PLS-SEM) is employed to assess complex relationships among latent variables simultaneously. This study is expected to contribute theoretically to the HRM literature and provide practical insights for SOE human capital management in supporting sustainable business transformation.

2. RESEARCH METHOD

This study employs a quantitative approach with a descriptive and causal-explanatory design to examine the relationships among the predefined variables (Nugraha, 2025). The research population comprises all employees of PT Pelindo Regional 2, totaling 605 individuals. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 241 respondents. The sampling technique applied in this study is probability sampling using a simple random sampling method, as all employees had an equal opportunity to be selected as research participants. Primary data were collected through an online survey using a Likert scale to measure work culture, competence, and career development in relation to employee performance, with compensation serving as a mediating variable at PT Pelindo Regional 2.

To test the proposed hypotheses, this study applies multivariate statistical analysis using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. This method was selected due to its ability to handle complex mediation models and its flexibility with respect to data normality assumptions. The analysis was conducted in two main stages: evaluation of the measurement model (outer model) to assess the validity and reliability of the measurement instruments, and evaluation of the structural model (inner model) to examine the strength of the relationships among variables through path coefficients and significance values (p-values). Furthermore, mediation analysis was performed to determine whether compensation significantly mediates the effects of the independent variables on employee performance at PT Pelindo Regional 2.



3. RESULT AND DISCUSSION

a. Reliability Test Results

Penguujian Reliability		
Items	Composite reliability	Average variance extracted (AVE)
WC	0.723	0.566
CP	0.834	0.717
CD	0.862	0.757
CS	0.855	0.663
EP	0.815	0.596

Conclusion:

The results of the measurement model evaluation indicate that all constructs demonstrate satisfactory internal consistency and convergent validity. As shown in Table X, the composite reliability values for all variables exceed the recommended threshold of 0.70, confirming the reliability of the measurement instruments. In addition, the Average Variance Extracted (AVE) values for all constructs are above the minimum criterion of 0.50, indicating that each construct explains more than half of the variance of its indicators. Therefore, the measurement model is considered reliable and valid, and all constructs are suitable for further analysis in the structural model.

b. R-Square

R-Square Value

Penguujian R Square		
	<i>R-square</i>	<i>R-square adjusted</i>
CS	0.408	0.401
EP	0.438	0.429

The coefficient of determination (R^2) results indicate that the model has moderate explanatory power. Compensation has an R^2 value of 0.408, meaning that 40.8% of the variance in compensation is explained by work culture, competence, and career development. Meanwhile, employee performance has an R^2 value of 0.438, indicating that 43.8% of the variance in employee performance is explained by the variables included in the model. These results suggest that the structural model provides an adequate explanation of the endogenous constructs and is suitable for further analysis.

c. F-Square

F-Square Value

Penguujian F Square		
	<i>f-square</i>	Influence



BK → KS	0.062	Small
KP → KS	0.019	Negligible
KN → KS	0.795	Large
BK → PK	0.013	Negligible
KS → PK	0.027	Small
KN → PK	0.042	Small

The F-square analysis indicates that career development has a large effect on compensation, confirming its dominant role in determining compensation outcomes. In contrast, work culture and competence exhibit only small to negligible effects on compensation.

Regarding employee performance, compensation shows a small effect, while the direct effects of work culture and career development are relatively weak, suggesting that their influence on performance is more effectively transmitted through compensation as a mediating variable

d. Fit Model

Model Fit Testing		
	<i>Saturated model</i>	<i>Estimated model</i>
SRMR	0.110	0.110
d_ ULS	0.946	0.946
d_ G	0.399	0.399
Chi-square	539.993	539.993
NFI	0.407	0.407

Based on the model fit assessment, the estimated SRMR value of 0.110 indicates an acceptable level of model fit in the PLS-SEM context. In addition, the NFI value of 0.407 suggests that the research model demonstrates adequate fit and is suitable for hypothesis testing.

e. Hypothesis Testing

Hypothesis testing between constructs uses the PLS model with bootstrapping techniques. Bootstrapping can be used to test hypotheses based on the results of t-statistics and p-values . The criteria for accepting a hypothesis are if the t-statistic is greater than the t-table value and the p-value is <0.05. When conducting direct effect testing (one-tailed) using a 5% significance level, the t-statistic is 1.65, and the indirect effect (two-tailed) is 1.96.

f. Discussion

This study provides empirical evidence regarding the relationships among work culture, competence, career development, compensation, and employee performance within the proposed structural model. The findings reveal that compensation plays a central role in explaining employee performance, both directly and indirectly.

The results show that work culture, competence, and career development have positive effects on compensation. Among these variables, career development demonstrates the strongest influence on compensation, indicating that clear career paths, promotion opportunities, and professional growth prospects are critical determinants of how employees



perceive and receive compensation. This finding suggests that compensation systems are not merely financial mechanisms but are closely linked to organizational policies related to employee development.

However, the direct effects of work culture, competence, and career development on employee performance are found to be weak or negative. The negative and insignificant effect of work culture on performance indicates that a supportive cultural environment alone is insufficient to directly enhance employee outcomes without being accompanied by tangible rewards. Similarly, although competence shows a positive relationship with performance, its effect remains relatively weak, suggesting that employee skills and abilities may not be optimally utilized or rewarded within the organization. Furthermore, the negative direct effect of career development on performance implies that career development initiatives may not yet be aligned with performance evaluation systems or may require a longer time horizon to produce observable performance improvements.

In contrast, compensation exhibits a strong and positive effect on employee performance, confirming its role as the most dominant predictor in the model. This result highlights that employees are more likely to demonstrate higher performance when compensation is perceived as fair, competitive, and performance-based. Compensation thus serves as a key motivational mechanism that translates organizational inputs into measurable performance outcomes.

The mediation analysis further strengthens this conclusion. Work culture, competence, and career development all exert positive indirect effects on employee performance through compensation. These findings indicate that compensation fully mediates the relationship between the antecedent variables and employee performance. In other words, improvements in work culture, competence, and career development contribute to better performance only when they are accompanied by appropriate compensation mechanisms.

Overall, this study emphasizes the strategic importance of compensation as an intervening variable in human resource management. Organizations should therefore ensure that cultural values, competency development, and career advancement are consistently integrated into compensation policies to effectively enhance employee performance.

4. CONCLUSION

Based on the results of the direct effect hypothesis testing conducted to analyze the research hypotheses, the following conclusions can be drawn.

- a. H1 is accepted, indicating that work culture has a positive and significant effect on compensation (path coefficient = 0.195).
- b. H2 is accepted, as competence has a positive and significant effect on compensation (path coefficient = 0.110).
- c. H3 is accepted, demonstrating that career development has a positive and significant effect on compensation and represents the strongest influencing variable (path coefficient = 0.532).



- d. H4 is rejected, because work culture has a negative and insignificant effect on employee performance (path coefficient = -0.066).
- e. H5 is rejected, since competence has a positive but insignificant effect on employee performance (path coefficient = 0.060).
- f. H6 is rejected, as career development has a negative and insignificant effect on employee performance (path coefficient = -0.204).
- g. H7 is accepted, indicating that compensation has a positive and significant effect on employee performance and is the most dominant variable influencing performance (path coefficient = 0.764).

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