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The Effects of Competence, Motivation, and Job Satisfaction on Employee Performance: Evidence from PT Kahf Global Logistics

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Abstract

This study examines the effect of competence, motivation, and job satisfaction on employee performance at PT. Kahf Global Logistics. A quantitative approach with an explanatory research design was employed using primary data collected through questionnaires. The study involved all 30 employees of the company using a saturated sampling technique. Data were analyzed using multiple linear regression with IBM SPSS Statistics version 22. The results indicate that competence has a positive and significant effect on employee performance, while motivation and job satisfaction do not have a significant partial effect on employee performance. Simultaneously, competence, motivation, and job satisfaction significantly influence employee performance, with a coefficient of determination (R^2) of 0.762, indicating that 76.2% of the variation in employee performance is explained by the variables examined, while the remaining 23.8% is explained by other factors outside the research model. The Adjusted R Square of 0.734 further indicates that the model explains 73.4% of the variation in employee performance after adjustment for the number of independent variables and sample size. These findings suggest that improving employees' competence is an essential strategy for enhancing employee performance, while motivation and job satisfaction may serve as supporting factors in organizational performance. The study provides practical implications for human resource management, particularly in developing competency-based training and employee development programs while continuing to maintain work motivation and job satisfaction to support sustainable improvements in employee performance.

Keywords: Competence, Motivation, Job Satisfaction, Employee Performance

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INTRODUCTION

Human resource management constitutes a fundamental aspect of organizational management, as it plays a pivotal role in managing and optimizing human capital to achieve organizational objectives effectively and efficiently. One of the key indicators of successful human resource management is employee performance. According to Hersey and Blanchard, employee performance is a function of motivation and ability, reflected in the quality and quantity of work accomplished within a specified period, as well as an individual's contribution to the attainment of organizational goals (Hersey et al., 2013). Consequently, enhancing employee performance has become a strategic priority for organizations seeking to maintain competitiveness in an increasingly dynamic and highly competitive business environment.

PT Kahf Global Logistics is a logistics service provider headquartered at Soekarno–Hatta International Airport. Established in 2018, the company offers integrated transportation services via air, sea, and land to accommodate export, import, and domestic distribution requirements. As a company operating in the logistics service industry, PT Kahf Global Logistics relies on a competent workforce to maintain service quality, ensure operational efficiency, and achieve timely distribution processes in an increasingly demanding business environment (PT. Kahf Global Logistics, n.d.).

One of the key indicators reflecting employee performance is the attendance rate. According to the human resources records of PT Kahf Global Logistics, employee attendance fluctuated between January and May 2025. The attendance rate was recorded at 86.9% in January, increased to 88.0% in February, declined to 79.5% in March, and subsequently improved to 90.9% in April before slightly decreasing to 89.5% in May. These fluctuations suggest conditions that warrant managerial attention, as they may adversely affect employee productivity and the achievement of organizational objectives. Similarly, employee performance evaluation data indicate a fluctuating trend. The average performance score declined from 85.2 in 2022 to 80.3 in 2023, before increasing to 89.5 in 2024. This pattern demonstrates that employee performance has varied over time, highlighting the need to identify and examine the factors influencing these changes.

One of the factors presumed to influence employee performance is competence. According to Sedarmayanti (2018), competence refers to an individual's capacity, encompassing a combination of knowledge, skills, and attitudes required to perform job responsibilities effectively and achieve optimal performance outcomes. Employees with higher levels of competence are more

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likely to contribute to the successful attainment of organizational objectives. In addition to competence, motivation plays a crucial role in enhancing employee performance. Nguyen et al. (2017) describe motivation as a psychological process influenced by both internal and external factors that energizes individuals to perform their work enthusiastically, directs work-related behavior, increases effort, and sustains persistence in pursuing organizational goals.

Another important determinant of employee performance is job satisfaction. Robbins and Judge (2009) argue that job satisfaction is strongly associated with employee performance. It refers to an individual's positive emotional evaluation of his or her job, implying that employees who experience higher levels of job satisfaction are more likely to exhibit superior performance than those who are less satisfied with their work. Despite the substantial body of literature examining the relationships among competence, motivation, job satisfaction, and employee performance, the existing empirical evidence remains inconclusive. Darmawan et al. (2021) found that competence did not have a significant effect on employee performance, whereas motivation and job satisfaction exerted significant positive effects. In contrast, Azhiim and Prijati (2020), as well as Quinta and Bernarto (2021), reported that competence, motivation, and job satisfaction each had positive and significant effects on employee performance. These inconsistent findings reveal a research gap that warrants further empirical investigation.

Given the empirical phenomenon reflected in the fluctuations of employee attendance rates and performance evaluation scores at PT Kahf Global Logistics, together with the inconsistent findings reported in previous studies regarding the effects of competence, motivation, and job satisfaction on employee performance, further empirical research is warranted to provide more comprehensive evidence. This study is expected to enhance the understanding of the key factors contributing to employee performance, particularly within logistics service companies that operate under increasing demands for operational effectiveness and efficiency. Accordingly, this study aims to examine the effects of competence, motivation, and job satisfaction on employee performance at PT Kahf Global Logistics. The findings are expected not only to contribute to the advancement of the human resource management literature but also to provide practical insights for the company's management in formulating strategies to strengthen employee competence, enhance work motivation, and improve job satisfaction, thereby fostering higher levels of employee performance.

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LITERATURE REVIEW

Employee Performance

Employee performance refers to the quality and quantity of work accomplished by an individual in carrying out the duties and responsibilities assigned to him or her, while also reflecting the extent to which an individual or team achieves the objectives established by the organization (Afandi, 2021). Dessler (2015) defines performance as the comparison between actual work outcomes and the performance standards established by the organization. Meanwhile, Bernardin and Russell (1993) conceptualize performance as the observable work-related behaviors demonstrated by employees as manifestations of their job accomplishments over a specified period. Kasmir (2019) further argues that performance encompasses not only work outcomes but also work behaviors that contribute to an individual's effectiveness within the workplace. Drawing upon these perspectives, employee performance can be defined as the overall achievement of an employee, either individually or collectively as part of a team, in accomplishing the organizational goals and performance targets established by the company or institution.

Employee performance is influenced by two principal factors: ability and motivation. Ability encompasses an individual's potential (IQ), knowledge, and skills, whereas motivation reflects an individual's mental attitude and understanding of the organization's objectives. These factors are closely interrelated and collectively contribute to the achievement of organizational goals (Mangkunegara, 2015). According to Mangkunegara (2015), the dimensions of employee performance comprise work quality, work quantity, task execution, and responsibility. In addition, Robbins and Judge (2015) identify six key indicators of employee performance: quality, quantity, timeliness, effectiveness, independence, and work commitment.

Competence

Spencer and Spencer (1993) define competence as an underlying characteristic of an individual that leads to effective or superior performance in a particular job or situation. Wibowo (2016) conceptualizes competence as the ability to perform work based on the integration of knowledge, skills, and work-related attitudes required to fulfill job responsibilities effectively. Similarly, Dessler (2017) emphasizes that competence represents the integration of knowledge, skills, and attitudes that are essential for performing work effectively and professionally. Furthermore, Rusvitawati, Sugiati, and Dewi (2019) argue that competence extends beyond technical capability, encompassing the psychological and social attributes that enable individuals to perform their

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organizational roles successfully. Drawing upon these perspectives, competence can be defined as an integrated combination of knowledge, skills, and work-related attitudes that distinguishes high-performing employees from their counterparts and enables them to achieve superior job performance.

Competence is influenced by several factors, including beliefs and values, expertise and skills, experience, personal characteristics, motivation, emotional factors, and intellectual capacity (Wibowo, 2016). According to Spencer and Spencer (1993), the dimensions of competence comprise personal characteristics, skills, and knowledge. Meanwhile, Spencer, as cited in Moeheriono (2014), identifies three principal indicators of competence skills, experience, and ability, which are adopted as the measurement indicators in the present study.

Work Motivation

Work motivation has long been recognized as a critical determinant of both organizational success and individual well-being. Kanfer, Frese, and Johnson (2017) emphasize that work motivation is a central topic in organizational research because of its fundamental role in enhancing organizational effectiveness and promoting employee well-being. Robbins and Judge (2015) defines work motivation as the process that accounts for the intensity, direction, and persistence of an individual's effort toward achieving organizational goals. Similarly, Mangkunegara (2021) conceptualizes motivation as an internal driving force that must be fulfilled to enable employees to adapt effectively to their work environment and contribute to the achievement of organizational objectives. Furthermore, Coulter and Robbins (2014) argue that motivation is a psychological process that initiates, directs, and sustains goal-oriented behavior, thereby exerting a significant influence on employee performance. Drawing upon these perspectives, work motivation can be defined as the internal and external driving forces that stimulate employees to perform their duties effectively and persistently in pursuit of organizational goals.

According to Afandi (2021), work motivation is influenced by several factors, including basic living needs, future security needs, esteem needs, and the need for recognition of work achievements. Hasibuan (2017) categorizes the dimensions of work motivation into physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs. Furthermore, Mangkunegara (2015) identifies several indicators of work motivation, namely hard work, future orientation, high aspirations, task or goal orientation, the desire for continuous improvement, perseverance, the selection of appropriate

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coworkers, and effective time management. These indicators serve as the basis for measuring work motivation in the present study.

Job Satisfaction

Job satisfaction is generally regarded as a positive emotional state resulting from an individual's evaluation of his or her job. Luthans (2011) defines job satisfaction as a pleasurable emotional condition or positive attitude arising from an individual's appraisal of his or her work. Similarly, Robbins (2015) conceptualizes job satisfaction as an individual's overall attitude toward his or her job, which is shaped by the comparison between expectations and the actual outcomes experienced in the workplace. Kinicki and Kreitner (2001) further define job satisfaction as an affective response to various aspects of work, including compensation, promotion opportunities, supervision, and working conditions.

According to Mangkunegara (2021) job satisfaction is influenced by both employee-related and job-related factors. Employee-related factors include intelligence, skills, physical condition, educational background, work experience, and work attitudes, whereas job-related factors encompass the nature of the job, organizational structure, financial security, and opportunities for promotion. Furthermore, Robbins and Judge (2015) identify four key dimensions and indicators of job satisfaction: the work itself, compensation, promotion opportunities, and supervision. These dimensions are adopted as the indicators for measuring job satisfaction in the present study.

Previous Studies

Previous empirical studies have generally reported consistent findings regarding the effects of competence, work motivation, and job satisfaction on employee performance, although several studies have identified non-significant relationships for certain variables. Wahyuni (2019) found that competence, work motivation, and job satisfaction each had a significant effect on lecturers' performance, with job satisfaction emerging as the most influential determinant. Likewise, Azhiim and Prijati (2020), Saryadi et al. (2021), and Husaini et al. (2024) reported that all three variables exerted positive and significant effects on employee performance across various organizational settings. In contrast, Oh and Novita (2016) found that competence and work motivation did not significantly influence employee productivity. Similarly, Darmawan et al. (2015) reported that competence had no significant effect on employee performance, whereas work motivation and job satisfaction exerted significant positive effects. These inconsistencies may be attributed to differences in research settings, measurement indicators, and sample characteristics. Consequently, further

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investigation within different organizational contexts, such as PT Kahf Global Logistics, remains both relevant and necessary.

More recent studies provide additional evidence supporting the importance of these variables in explaining employee performance. Thi Nong et al. (2024) demonstrated that competence enhances employee performance through the alignment between employees' competencies and job requirements. Yao et al. (2022) found that work motivation is closely associated with employee engagement and psychological well-being, both of which contribute to improved performance. Furthermore, Al-Ansi et al. (2023) reported that job satisfaction consistently serves as a mediating variable in the relationships between work motivation and employee performance, as well as between competence and employee performance. Collectively, these findings reinforce the importance of competence, work motivation, and job satisfaction as key determinants of employee performance across diverse organizational and cultural contexts.

Conceptual Framework and Hypotheses

The conceptual framework of this study is developed based on the theoretical foundations and empirical evidence presented in previous studies, which suggest that competence (X_1), work motivation (X_2), and job satisfaction (X_3) are important determinants of employee performance (Y). In this study, competence, work motivation, and job satisfaction are treated as the independent variables, while employee performance serves as the dependent variable. It is hypothesized that these three independent variables exert both individual (partial) and collective (simultaneous) effects on employee performance at PT Kahf Global Logistics.

Research Hypotheses

- **H_1:** Competence has a positive and significant effect on employee performance.
- **H_2:** Work motivation has a positive and significant effect on employee performance.
- **H_3:** Job satisfaction has a positive and significant effect on employee performance.

RESEARCH METHOD

This study employed a quantitative research approach with an explanatory research design to examine the effect of competence, motivation, and job satisfaction on employee performance at PT. Kahf Global Logistics. The independent variables in this study were competence (X1), motivation (X2), and

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job satisfaction (X3), while employee performance (Y) served as the dependent variable. Data were collected using a structured questionnaire with a five-point Likert scale and analyzed using IBM SPSS Statistics version 22.

Population and Sample

The population of this study consisted of all employees of PT. Kahf Global Logistics, totaling 30 employees. Since the population was relatively small, this study employed a saturated sampling technique (census), in which all members of the population were selected as the research sample. Therefore, the total sample used in this study was 30 respondents.

Dependent Variable

Employee Performance

The dependent variable in this study was employee performance. Employee performance refers to the quality and quantity of work achieved by employees in carrying out their duties and responsibilities in accordance with the standards established by the company. The indicators of employee performance included work quality, productivity, job knowledge, attendance, supervision required, and work conservation.

Independent Variables

Competence, Motivation, and Job Satisfaction

The independent variables in this study consisted of competence, motivation, and job satisfaction. Competence refers to the knowledge, skills, and abilities that enable employees to perform their duties effectively. Motivation is the internal drive that encourages employees to achieve organizational goals by exerting their best efforts. Job satisfaction reflects employees' positive feelings toward their work, including aspects such as the job itself, salary, promotion opportunities, supervision, co-workers, working conditions, and job security.

RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine whether each item in the questionnaire was capable of accurately measuring the variable it was intended to measure. The test was carried out by comparing the calculated r-value (r hitung) with the critical r-value (r table) at a significance level of 0.05 for 30 respondents (r table = 0.361). An item is declared valid if the calculated r-value exceeds the r table value.

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Table 1
Validity Test Results – Work Motivation Competence (X_1)

Item	r Calculated	r Table	Description
1	0.592	0.361	Valid
2	0.560	0.361	Valid
3	0.631	0.361	Valid
4	0.792	0.361	Valid
5	0.733	0.361	Valid
6	0.572	0.361	Valid
7	0.729	0.361	Valid
8	0.574	0.361	Valid
9	0.586	0.361	Valid
10	0.626	0.361	Valid

Source: Data processing with SPSS

Table 2
Validity Test Results – Work Motivation (X_2)

Instrument	r Calculated	r Table	Description
1	0,670	0,361	**Valid**
2	0,646	0,361	**Valid**
3	0,608	0,361	**Valid**
4	0,656	0,361	**Valid**
5	0,533	0,361	**Valid**
6	0,617	0,361	**Valid**
7	0,359	0,361	**Valid**
8	0,761	0,361	**Valid**
9	0,545	0,361	**Valid**
10	0,626	0,361	**Valid**

Source: Data processing with SPSS

Table 3
Validity Test Results – Job Satisfaction (X_3)

Item	r Calculated	r Table	Description
1	0,751	0,361	Valid
2	0,751	0,361	Valid

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3	0,699	0,361	Valid
4	0,752	0,361	Valid
5	0,688	0,361	Valid
6	0,711	0,361	Valid
7	0,604	0,361	Valid
8	0,750	0,361	Valid
9	0,677	0,361	Valid
10	0,700	0,361	Valid

Source: Data processing with SPSS

Table 4
Validity Test Results – Employee Performance (Y)

Item	r Calculated	r Table	Description
1	**0,777**	**0,361**	**Valid**
2	**0,671**	**0,361**	**Valid**
3	**0,716**	**0,361**	**Valid**
4	**0,756**	**0,361**	**Valid**
5	**0,759**	**0,361**	**Valid**
6	**0,867**	**0,361**	**Valid**
7	**0,841**	**0,361**	**Valid**
8	**0,801**	**0,361**	**Valid**
9	**0,797**	**0,361**	**Valid**
10	**0,611**	**0,361**	**Valid**

The validity test results show that all items across the three research variables – Work Motivation Competence (X_1), Job Satisfaction (X_2), and Employee Performance (Y) – produced calculated r-values greater than the r table value of 0.361. Accordingly, all questionnaire items are declared valid and suitable for use as measurement instruments in this study.

The validity test results show that all items for Competence (X_1), Job Satisfaction (X_3), and Employee Performance (Y) have calculated r-values greater than the r table value of 0.361 and are therefore declared valid. Meanwhile, nine items of Work Motivation (X_2) are valid, while item 7 produces a calculated r-value of 0.359, which is lower than the r table value of 0.361.

Reliability Test

The reliability test was conducted to assess the internal consistency of the research instrument, using the Cronbach's Alpha coefficient. A variable is considered reliable if its Cronbach's Alpha value exceeds 0.70.

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Table 5
Reliability Test Results

Variable	Cronbach's Alpha	Description
X1 (*Competence*)	0,825	Reliable
X2 (*Work Motivation*)	0,805	Reliable
X3 (*Job Satisfaction*)	0,888	Reliable
Y (*Employee Performance*)	0,920	Reliable

Source: Data processing with SPSS

The reliability test results show that all variables produced Cronbach's Alpha values above 0.70, namely 0.825 for Competence (X_1), 0.805 for Work Motivation (X_2), 0.888 for Job Satisfaction (X_3), and 0.920 for Employee Performance (Y). These results indicate that the research instruments have adequate internal consistency and are reliable for measuring each research variable consistently.

Correlation Analysis

A correlation analysis was performed to examine the strength and direction of the relationship between the research variables, using the Pearson correlation coefficient and its associated significance value.

Tabel 6
Correlation Analysis

Variables		Competence	Work Motivation	Job Satisfaction	Employee Performance
Competence	Pearson Correlation	1	.795**	.906**	.851**
	Sig. (2-tailed)	—	.000	.000	.000
	N	30	30	30	30
Work Motivation	Pearson Correlation	.795**	1	.806**	.678**
	Sig. (2-tailed)	.000	—	.000	.000
	N	30	30	30	30

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Job Satisfaction	Pearson Correlation	.906**	.806**	1	.849**
	Sig. (2-tailed)	.000	.000	—	.000
	N	30	30	30	30
Employee Performance	Pearson Correlation	.851**	.678**	.849**	1
	Sig. (2-tailed)	.000	.000	.000	—
	N	30	30	30	30

Based on the significance values, the relationship between Competence (X_1) and Work Motivation (X_2) produced a significance value of 0.000, which is lower than 0.05, indicating a statistically significant correlation between the two variables. Similarly, the relationship between Competence (X_1) and Job Satisfaction (X_3) produced a significance value of 0.000 (< 0.05), indicating a significant correlation. The relationship between Competence (X_1) and Employee Performance (Y) also produced a significance value of 0.000 (< 0.05), indicating a statistically significant relationship.

Furthermore, the relationship between Work Motivation (X_2) and Job Satisfaction (X_3) produced a significance value of 0.000 (< 0.05), while the relationship between Work Motivation (X_2) and Employee Performance (Y) also produced a significance value of 0.000 (< 0.05). Finally, the relationship between Job Satisfaction (X_3) and Employee Performance (Y) produced a significance value of 0.000 (< 0.05). Therefore, all relationships among the research variables are statistically significant.

Based on the Pearson correlation coefficients, the relationship between Competence (X_1) and Work Motivation (X_2) yielded a coefficient of 0.795, indicating a strong correlation. The relationship between Competence (X_1) and Job Satisfaction (X_3) yielded a coefficient of 0.906, indicating a very strong correlation. Meanwhile, the relationship between Competence (X_1) and Employee Performance (Y) yielded a coefficient of 0.851, indicating a very strong correlation.

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The relationship between Work Motivation (X_2) and Job Satisfaction (X_3) yielded a coefficient of 0.806, indicating a very strong correlation. The relationship between Work Motivation (X_2) and Employee Performance (Y) yielded a coefficient of 0.678, indicating a strong correlation. Finally, the relationship between Job Satisfaction (X_3) and Employee Performance (Y) yielded a coefficient of 0.849, indicating a very strong correlation.

Based on these results, the strongest correlation was found between Competence (X_1) and Job Satisfaction (X_3), with a Pearson correlation coefficient of 0.906.

Classic Assumption Test

a) Normality Test

The normality test was conducted to determine whether the residuals of the regression model were normally distributed. Visual inspection of the Normal P-P Plot of Regression Standardized Residual shows that the data points are distributed around and follow the diagonal line. This indicates that the residuals of the regression model approximate a normal distribution.

Therefore, the regression model satisfies the normality assumption, which is one of the prerequisites for multiple linear regression analysis. Normality of the residuals is important to ensure that the parameter estimates generated by the regression model are statistically reliable.

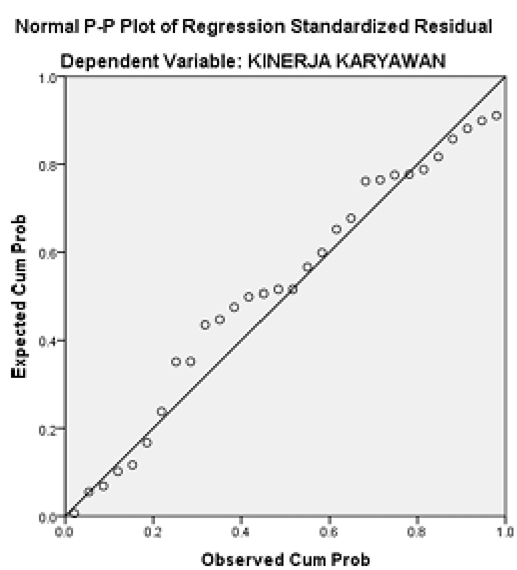

Figure 1.
Normal P-P Plot of Regression Standardized Residual
Source: Data processing with SPSS

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The histogram of the regression residuals also shows a distribution pattern that approximates a normal bell-shaped curve. Most observations are concentrated around zero, indicating that the residuals are distributed relatively symmetrically around the mean.

The histogram further shows a mean value of 1.46E-15, which is extremely close to zero, and a standard deviation of 0.947. These results further support the conclusion that the regression residuals are normally distributed.

Table 7
One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	2.47731311
Most Extreme Differences	Absolute	.132
	Positive	.078
	Negative	-.132
Kolmogorov-Smirnov Z		.722
Asymp. Sig. (2-tailed)		.674

a. Test distribution is Normal.
b. Calculated from data.

Source: Data processing with SPSS

The One-Sample Kolmogorov-Smirnov test conducted on 30 respondents produced a Kolmogorov-Smirnov Z value of 0.722 and an Asymp. Sig. (2-tailed) value of 0.674. Since the significance value of 0.674 is greater than 0.05, the residuals are normally distributed. Therefore, the normality assumption required for the regression model is satisfied.

b) Multicollinearity Test

Table 8 Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.085	6.481		-.167	.868		
	KOMPETENSI	.614	.291	.494	2.111	.045	.167	5.974
	MOTIVASI KERJA	-.162	.250	-.108	-.646	.524	.327	3.057
	KEPUASAN KERJA	.567	.278	.489	2.043	.051	.160	6.256

a. Dependent Variable: KINERJA KARYAWAN

Source: Data processing with SPSS

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The multicollinearity test was conducted to determine whether a high degree of linear correlation exists among the independent variables. The results show that the VIF values are 5.974 for Competence, 3.057 for Work Motivation, and 6.256 for Job Satisfaction. Meanwhile, the Tolerance values are 0.167, 0.327, and 0.160, respectively.

The VIF values for all independent variables are below 10, while the Tolerance values are above 0.10. These results indicate that there is no perfect or near-perfect linear relationship among the independent variables. Therefore, the regression model does not experience multicollinearity problems and satisfies the multicollinearity assumption required for multiple linear regression analysis.

c) Heteroscedasticity Test

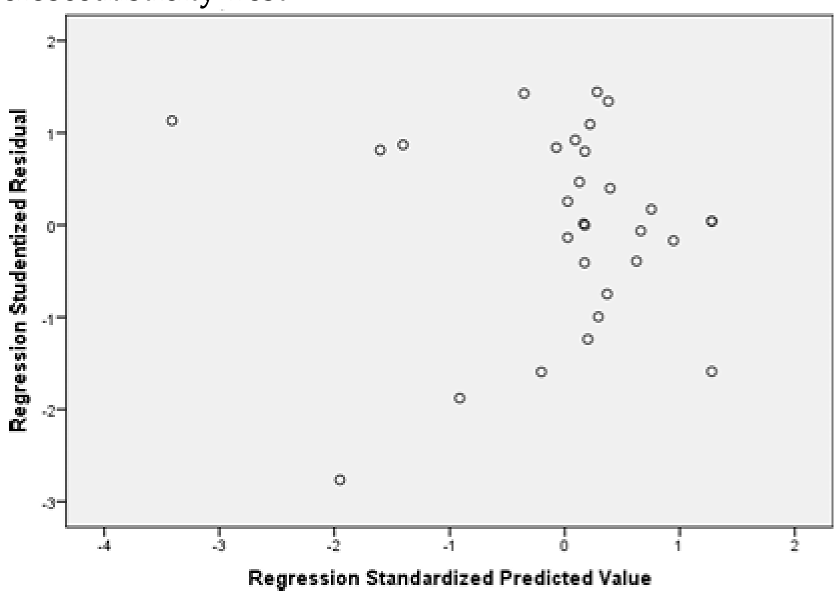

Figure 2
Heteroscedasticity Test – Scatterplot

The heteroscedasticity test was conducted to determine whether the variance of the residuals remains constant across different predicted values. Based on the Scatterplot of Regression Studentized Residual against the Regression Standardized Predicted Value, the residual points are distributed around zero on the Y-axis. The points appear to be scattered randomly and do not form a particular systematic pattern, such as a funnel-shaped, widening, narrowing, or wave-like pattern. Therefore, there is no strong indication of heteroscedasticity in the regression model.

Although several points are located relatively far from the center of the distribution, they do not form a systematic pattern that would indicate a

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heteroscedasticity problem. Thus, the residual variance can be considered relatively constant, and the homoscedasticity assumption is satisfied.

d) Autocorrelation Test

Table 9
Autocorrelation Test Results – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.873	0.762	0.734	2.616	1.770

The autocorrelation test was conducted using the Durbin-Watson statistic. The results produced a Durbin-Watson value of 1.770. With 30 observations and three independent variables, this value indicates that the regression model does not experience problematic positive or negative autocorrelation. Therefore, the residuals can be considered independent of one another, and the regression model satisfies the assumption of no autocorrelation.

5. Multiple Linear Regression Analysis

a) Regression Equation

Table 10
Multiple Linear Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.085	6.481		-.167	.868
	KOMPETENSI	.614	.291	.494	2.111	.045
	MOTIVASI KERJA	-.162	.250	-.108	-.646	.524
	KEPUASAN KERJA	.567	.278	.489	2.043	.051

Dependent Variable: Employee Performance. Source: Data processing with SPSS

Based on the results of the multiple linear regression analysis involving Competence (X_1), Work Motivation (X_2), Job Satisfaction (X_3), and Employee Performance (Y), the regression equation is formulated as follows:

$$\mathbf{Y = -1.085 + 0.614X_1 - 0.162X_2 + 0.567X_3}$$

The regression coefficients can be interpreted as follows:

1. Constant

The constant value of -1.085 indicates that if Competence (X_1), Work Motivation (X_2), and Job Satisfaction (X_3) are assumed to be zero, the predicted value of Employee Performance (Y) would be -1.085. This value is mathematically derived and does not necessarily have a practical interpretation because the independent variables cannot realistically be assumed to have a value of zero in the actual organizational context.

2. Competence (X_1)

The regression coefficient for Competence (X_1) is 0.614 and has a positive value. This indicates a unidirectional relationship between Competence and Employee Performance. For every one-unit increase in Competence, Employee Performance is predicted to increase by 0.614 units, assuming that Work Motivation and Job Satisfaction remain constant. The significance value of 0.045 (< 0.05) indicates that Competence has a statistically significant effect on Employee Performance.

3. Work Motivation (X_2)

The regression coefficient for Work Motivation (X_2) is -0.162 and has a negative value. This indicates that, holding Competence and Job Satisfaction constant, a one-unit increase in Work Motivation is associated with a predicted decrease of 0.162 units in Employee Performance. However, the significance value of 0.524 (> 0.05) indicates that Work Motivation does not have a statistically significant effect on Employee Performance.

4. Job Satisfaction (X_3)

The regression coefficient for Job Satisfaction (X_3) is 0.567 and has a positive value. This indicates that a one-unit increase in Job Satisfaction is associated with a predicted increase of 0.567 units in Employee Performance, assuming that Competence and Work Motivation remain constant. However, the significance value of 0.051 (> 0.05) indicates that Job Satisfaction does not have a statistically significant effect on Employee Performance at the 5% significance level. Nevertheless, the significance value is very close to the 0.05 threshold.

b) Partial Test (t-test)

After confirming that the regression model satisfies the classical assumptions, a partial test (t-test) was conducted to examine the individual effect of each independent variable on Employee Performance.

1) Effect of Competence (X_1) on Employee Performance (Y)

The t-test results show that the calculated t-value is 2.111, which is greater than the t table value of 2.056, or 2.111 > 2.056. The significance value is 0.045, which is lower than 0.05. Therefore, H_0 is rejected and H_a is accepted. This means that Competence has a positive and statistically significant effect on Employee Performance.

2) Effect of Work Motivation (X_2) on Employee Performance (Y)

The t-test results show a calculated t-value of -0.646. Because the test is conducted using a two-tailed approach, the absolute value is considered, namely $|-0.646|$ =

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0.646. This value is smaller than the t table value of 2.056, or 0.646 < 2.056. The significance value is 0.524, which is greater than 0.05. Therefore, H_0 is accepted and H_a is rejected. This means that Work Motivation does not have a statistically significant effect on Employee Performance.

3) Effect of Job Satisfaction (X_3) on Employee Performance (Y)

The t-test results show that the calculated t-value is 2.043, which is smaller than the t table value of 2.056, or 2.043 < 2.056. The significance value is 0.051, which is greater than 0.05. Therefore, H_0 is accepted and H_a is rejected. This means that Job Satisfaction does not have a statistically significant effect on Employee Performance at the 5% significance level. Although the calculated t-value is very close to the t table value and the significance value is also close to 0.05, based on the predetermined statistical criteria, the result is still classified as not statistically significant.

c) Simultaneous Test (F-test)

Table 11

F-Test Results (ANOVA)

	F Calculated	Sig.
Regression	27.727	0.000

Predictors: (Constant), Competence, Work Motivation, Job Satisfaction. Dependent Variable: Employee Performance. Source: Data processing with SPSS

The F-test results show that the calculated F-value is 27.727, which is greater than the F table value of 2.975, or 27.727 > 2.975. The significance value of 0.000 is also lower than 0.05. Therefore, H_0 is rejected and H_a is accepted. This indicates that Competence, Work Motivation, and Job Satisfaction simultaneously have a statistically significant effect on Employee Performance. Thus, the regression model is considered appropriate for explaining the relationship between the three independent variables and Employee Performance.

d) Coefficient of Determination Test (R^2)

Table 12

Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error
1	0.873	0.762	0.734	2.616

Predictors: (Constant), Competence, Work Motivation, Job Satisfaction. Dependent Variable: Employee Performance. Source: Data processing with SPSS

The coefficient of determination (R Square) obtained is 0.762, or 76.2%. This indicates that Competence, Work Motivation, and Job Satisfaction collectively explain 76.2% of the variation in Employee Performance. The remaining 23.8%

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(100% – 76.2%) is explained by other factors outside the scope of this research, such as Compensation, Work Discipline, Organizational Culture, and other factors that were not included in the regression model. Meanwhile, the Adjusted R Square value of 0.734, or 73.4%, indicates that after adjusting for the number of independent variables and the sample size, the model is capable of explaining 73.4% of the variation in Employee Performance.

The Effect of Competence on Employee Performance

The hypothesis testing results indicate that Competence has a positive and statistically significant effect on Employee Performance at PT Kahf Global Logistics. This is demonstrated by the calculated t-value of 2.111, which is greater than the t table value of 2.056, with a significance value of $0.045 < 0.05$. Therefore, H_1 is supported. This finding suggests that employees possessing higher levels of knowledge, skills, and work-related attitudes are more likely to meet or even exceed the performance standards established by the company. The result is consistent with the findings of Azhiim and Prijati (2020), who reported a positive and significant relationship between competence and employee performance in a different organizational context.

Mulang (2021) found that competence, work motivation, and the learning environment significantly enhance human resource performance, emphasizing that competence does not operate in isolation but rather interacts with other supporting factors within the workplace. Likewise, Setiawan, Qomariah, and Jember (2022) demonstrated that competence, the work environment, and motivation play essential roles in improving employee performance, with competence consistently emerging as one of the strongest predictors. Furthermore, Thi Nong, Phuong, and Duc-Son (2024) reported that both employee competence and the alignment between employee competencies and job requirements (*competence–job fit*) significantly influence business performance, particularly in the logistics sector, where operational precision and responsiveness to customer demands are critical. These findings are highly relevant to the operational characteristics of PT Kahf Global Logistics, which provides integrated air, sea, and land freight transportation services.

Overall, the findings of the present study reinforce the growing body of empirical evidence demonstrating that competence is a critical determinant of employee performance across various industries, including the logistics sector, which constitutes the context of this research.

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The Effect of Work Motivation on Employee Performance

The findings of this study show that Work Motivation does not have a statistically significant effect on Employee Performance at PT Kahf Global Logistics. This is demonstrated by the calculated t-value of -0.646, with an absolute value of 0.646, which is smaller than the t table value of 2.056. In addition, the significance value of 0.524 is greater than 0.05. Therefore, H_0 is accepted and H_a is rejected. The negative regression coefficient of -0.162 indicates a negative direction of the relationship between Work Motivation and Employee Performance when Competence and Job Satisfaction are held constant. However, because the significance value is greater than 0.05, the observed negative relationship cannot be interpreted as a statistically significant effect. This result indicates that Work Motivation alone may not be sufficient to improve Employee Performance within the context of PT Kahf Global Logistics. Other factors, such as competence, work discipline, work environment, compensation, leadership, and organizational conditions, may play a more dominant role in determining employee performance.

Recent international literature suggests that the relationship between work motivation and employee performance is complex and frequently operates through mediating or supporting variables. Susanto, Syailendra, and Suryawan (2023) found that work motivation significantly influences employee performance when employee engagement and leadership are incorporated as supporting factors. This finding is further supported by Salju, Gatotrianto, and Nadirah (2024), who reported that although work motivation had a positive effect, it did not significantly influence employee performance when examined simultaneously with competence and training. Instead, work motivation exerted a significant positive effect on job satisfaction. These findings imply that work motivation may primarily enhance employee performance indirectly by increasing job satisfaction rather than through a direct effect on performance itself. A similar pattern was reported by Zega and Sukoco (2025), who found that the effects of organizational culture and work motivation on employee performance were mediated by job satisfaction.

Taken together, these findings provide an important perspective for interpreting the results of the present study. The observed effect of work motivation on employee performance at PT Kahf Global Logistics is likely to have been confounded by the inclusion of competence within the same composite variable. Therefore, future research should examine competence and work motivation as separate constructs to obtain a more precise understanding of their respective contributions to employee performance.

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The Effect of Job Satisfaction on Employee Performance

The findings of this study indicate that Job Satisfaction does not have a statistically significant effect on Employee Performance at PT Kahf Global Logistics. The calculated t-value is 2.043, which is slightly lower than the t table value of 2.056. Furthermore, the significance value is 0.051, which is slightly higher than the 0.05 significance threshold. Therefore, H_0 is accepted and H_a is rejected. Although the regression coefficient of Job Satisfaction is positive at 0.567, indicating a positive direction of the relationship, the significance value shows that the effect is not statistically significant at the 5% significance level. The relatively close significance value of 0.051 indicates that Job Satisfaction may have a meaningful relationship with Employee Performance, but the evidence is insufficient to classify the effect as statistically significant under the criterion applied in this study.

This finding diverges from that of Saryadi, Arini, and Ekawardaya (2021), who reported that job satisfaction positively and significantly influenced the performance of nursing personnel. Nevertheless, recent empirical evidence suggests that the relationship between job satisfaction and employee performance is more nuanced than a direct cause-and-effect association. Salju, Gatotrianto, and Nadirah (2024) demonstrated that job satisfaction does not necessarily function as a direct antecedent of employee performance but instead operates as a mediating mechanism through which competence and work motivation exert their influence. A comparable conclusion was reached by Sihombing, Sumiyati, Satriawan, and Catrayasa (2022), who found that competence and the work environment enhance employee performance indirectly through job satisfaction rather than through direct pathways. Likewise, Ningsih, Aldi, Sugiantara, and Haryadi (2024) reported that job satisfaction significantly mediates the relationship between competence and employee performance, highlighting its role as an intervening mechanism rather than an independent predictor.

These findings provide a plausible interpretation of the results obtained in the present study. The absence of a statistically significant direct effect does not necessarily indicate that job satisfaction is unrelated to employee performance. Rather, its explanatory power may have been substantially shared with the composite competence–motivation variable included in the regression model, particularly given the strong correlation observed between the constructs ($r = 0.794$). This finding lends support to the proposition that work motivation may influence employee performance indirectly by first enhancing employees' job satisfaction, which subsequently translates into improved performance

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outcomes. Consequently, job satisfaction should be viewed not merely as an independent determinant of employee performance but as an important psychological mechanism through which competence and work motivation are transformed into superior work performance.

Simultaneous Effects and Practical Implications

The results of the simultaneous significance test demonstrate that Competence, Work Motivation, and Job Satisfaction jointly have a statistically significant effect on Employee Performance. This is demonstrated by the calculated F-value of 27.727, which is greater than the F table value of 2.975, with a significance value of 0.000 < 0.05. Therefore, H_0 is rejected and H_a is accepted, indicating that Competence, Work Motivation, and Job Satisfaction simultaneously contribute significantly to Employee Performance at PT Kahf Global Logistics. Furthermore, the coefficient of determination (R^2) of 0.762 indicates that Competence, Work Motivation, and Job Satisfaction collectively explain 76.2% of the variation in Employee Performance. The remaining 23.8% is explained by other factors outside the research model, including Compensation, Work Discipline, Organizational Culture, and other variables that were not examined in this study.

From a managerial perspective, these findings suggest that PT Kahf Global Logistics should pay attention to the three factors simultaneously, particularly Competence, which demonstrates a significant partial effect on Employee Performance. The company can strengthen employee competence through specialized training, development of work-related skills, improvement of employee knowledge, and alignment between employee competencies and assigned responsibilities. Although Work Motivation and Job Satisfaction do not demonstrate statistically significant direct effects individually, their simultaneous contribution to the regression model indicates that these variables remain relevant when considered together with Competence. Therefore, management should continue to create a supportive work environment, provide appropriate recognition and incentives, maintain good working relationships, and ensure that employees' expectations and organizational objectives are appropriately aligned.

CONCLUSION

This study concludes that competence has a positive and significant effect on employee performance at PT. Kahf Global Logistics. Employees with higher levels of knowledge, skills, and work abilities tend to demonstrate better performance in carrying out their duties and responsibilities. In contrast, work motivation does not have a significant effect on employee performance. This

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finding indicates that although employees may have high levels of motivation, such motivation does not necessarily translate directly into improved employee performance. Meanwhile, job satisfaction also does not have a significant effect on employee performance, indicating that employees' satisfaction with their jobs does not necessarily result directly in improved performance.

Furthermore, competence, work motivation, and job satisfaction jointly have a significant effect on employee performance. The simultaneous test confirms that the three independent variables collectively contribute significantly to employee performance, explaining 76.2% of the variation in employee performance, while the remaining 23.8% is influenced by other variables not examined in this study. Therefore, PT. Kahf Global Logistics should prioritize strategies aimed at strengthening employee competence through training and skill development, while continuing to maintain work motivation and job satisfaction as supporting factors to achieve sustainable improvements in employee performance.

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