



Enhancing Productivity through the Transformation of Performance, Competence, and Commitment at PT. Indonesia Bulk Terminal

Dayuk Agustina¹⁾; Vera Firdaus^{2*)}; Dewi Andriani³⁾

^{1,2,3)}Universitas Muhammadiyah Sidoarjo

*Correspondent Author: verafirdaus@umsida.ac.id

How to Cite :

Agustina, D., Firdaus, V., Andriani, D. (2026). Enhancing Productivity through the Transformation of Performance, Competence, and Commitment at PT. Indonesia Bulk Terminal. *Bima Journal : Business, Management and Accounting Journal*, 7 (1). 221-236. DOI: <https://doi.org/10.37638/bima.7.1.221-236>

ARTICLE HISTORY

Received [28 November 2025]

Revised [16 December 2025]

Accepted [19 June 2026]

KEYWORDS

productivity; performance;
competence; transformation

This is an open access article
under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

Purpose: This study aims to analyze the effects of performance transformation, competence, and commitment on employee productivity at PT. Indonesia Bulk Terminal (IBT). **Methodology:** A descriptive quantitative research design was employed, utilizing purposive sampling technique with 100 permanent employees as respondents. Data were collected through a Likert-scale questionnaire and analyzed using SmartPLS 4.0 software, including Outer Model evaluation (convergent validity, discriminant validity, AVE, Composite Reliability), R^2 , and path coefficient estimation with bootstrapping. **Results:** The results indicate that performance transformation positively and significantly affects productivity ($T = 5.161$, $p = 0.000$), competence positively and significantly affects productivity ($T = 3.274$, $p = 0.001$), while commitment has a significant but negative effect on productivity ($T = 2.315$, $p = 0.021$). The three independent variables collectively explain 67.1% ($R^2 = 0.671$). **Findings:** This study highlights that performance and competency transformation play an important role in improving productivity, while commitment does not have a significant direct effect on productivity. **Novelty:** Reveals unexpected negative influence of employee commitment on productivity in Indonesian bulk terminals. **Originality:** first study testing performance, competence, and commitment transformations as productivity predictors at PT. Indonesia Bulk Terminal. **Conclusions:** Productivity increases through effective performance transformation and competency development, while high commitment alone is not enough without discipline and Standard Operating Procedure compliance. **Type of Paper:** Empirical research paper

INTRODUCTION

PT. Indonesia Bulk Terminal (IBT) was established in 1990 and operates in the logistics and terminal management sector, specializing in bulk commodities. PT. Indonesia Bulk Terminal (IBT) provides services in accordance with international standards in bulk commodity management, supporting the growth of industry and the national economy. Its services include the storage, transfer, and loading of bulk commodities such as coal to improve supply chain efficiency. With modern facilities and advanced technology, PT. Indonesia Bulk Terminal (IBT) ensures high operational efficiency, supported by a team of experienced professionals. Overall, PT. Indonesia Bulk Terminal (IBT) plays an important role in supporting the industrial supply chain in Indonesia and making a positive contribution to infrastructure development.

In recent years, coal companies such as PT. IBT have experienced changes in increasing productivity, namely a decline in the performance of Indonesian workers. The decline in the productivity of Indonesian workers at PT. IBT was caused by poor time management, lack of communication, and changes that were not managed properly. One factor in this change was the transformation of performance that occurred within the company. This process is marked by a shift between the older generation, who have deep experience and knowledge of the industry, and the younger generation, who bring new perspectives and modern skills. This demographic change has created a new dynamic that affects how companies operate and adapt to the ever-changing demands of the market. This performance transformation is directly related to changes in competencies within the company. The younger generation joining PT. Indonesia Bulk Terminal (IBT) brings technological and innovative skills that can improve the company's operational efficiency and effectiveness.

This shift can also pose challenges in integrating new skills with existing competencies, requiring companies to adapt in order to maximize the potential offered by new employees. In this context, it is important for companies to identify and manage competency changes in order to increase productivity. In addition, performance transformation is closely related to changes in employee commitment. Younger generations often have different expectations and goals compared to previous generations. This creates a need for companies to understand and meet the expectations of new employees in order to increase their level of commitment to the organization. Various studies show that companies that are able to manage change well, including in terms of competencies and commitment, will be better able to adapt and survive in a competitive environment (Marin-Garcia & Tomas, 2016).

This study was motivated by the fact that although gap research has discussed the effect of performance transformation on productivity, there are still research gaps that need to be filled, particularly in the context of coal companies in Indonesia. This study specifically examines the effect of performance transformation, competence, and commitment on productivity in coal companies, namely PT. Indonesia Bulk Terminal. Most previous studies (Martini et al., 2020) more common and often do not focus on this sector. Previous studies (Sutarman et al., 2024) did not use the same approach and used SPSS analysis tools. This study applied a descriptive quantitative approach with statistical analysis using Smart Partial Least Square (SPLS) software. The difference, which also presents an opportunity to develop previous research, lies in the use of a census research method, whereby all members of the population are used as samples, whereas this study used a descriptive quantitative research method (Vita et al., n.d.). Previous research has identified gaps in development in terms of indicators, namely organizational culture and work environment (Akmaliyah et al., 2025). This study uses indicators of performance transformation, competence, and commitment. The purpose of this study is to determine whether performance transformation, competence, and commitment have a positive effect on productivity at PT. Indonesia Bulk Terminal?

Performance Transformation

Transformation is a leadership approach that aims to change organizational culture and produce sustainable change (Berliana Salsabilla et al., 2025). Employee performance reflects an organization's ability to achieve its goals by relying on productive and effective employees. Employee performance transformation is a process of change to improve employee capabilities and behavior in order to achieve better work results and support organizational goals (Ilhami & Firdaus, 2024). This process involves changes in the way the organization works and its culture to improve effectiveness and efficiency, encourage innovation, and create a work environment that is responsive to market changes. Based on this explanation, it can be concluded that the indicators of performance transformation are as follows (Pemmaraju Satya Prem, 2024) which is used based on:

- a. Quality: ensuring that products meet technical specifications and environmental regulations.
- b. Creativity: process and product innovation in coal companies.
- c. Attendance: attendance/absence rate.

- d. Contribution: role in achieving company goals, both individually and as a team.

Thus, the better the performance transformation is implemented, the higher the productivity that can be achieved by the company, as seen in PT. Indonesia Bulk Terminal. Performance transformation will be demonstrated by employees working effectively and efficiently, which is expected to encourage employees to work productively. Previous findings (Kamillaeni Jamillah et al., 2025) (Faadhilah et al., 2025a) shows that performance transformation affects work productivity.

Competence

Competence is a person's ability to complete a task or job depending on the skills, knowledge, and work attitude required to carry out the task (Fatmawati Oktavia & Firdaus, 2024). Competency is the ability to perform or complete tasks based on the skills, knowledge, and work attitude required for a position (Hery, 2024). Competence is a person's ability to complete tasks effectively, which includes knowledge, skills, and attitudes. The indicators supporting this research are as follows (Ziyan, 2024):

- a. Knowledge: employee knowledge based on the results of projects worked on
- b. Ability: direct assessment of employee ability to complete tasks at the mining site
- c. Values: Conducting surveys to understand the extent to which company values, such as safety, sustainability, and social responsibility, are internalized by employees.
- d. Attitude: Direct observation to assess employee attitude in work situations, especially in interactions with coworkers and management.

Competent employees can perform their duties better, improve the quality of output, and work more efficiently. In addition, competence supports innovation and adaptation in a dynamic work environment. Increased competence has a positive effect on productivity, enabling employees to contribute more to organizational goals. Previous studies have revealed that competence has an impact on labor productivity (Pratama et al., 2023).

Commitment

Commitment is behavior that reflects employee loyalty to the organization and consistent procedures within the organizational group, demonstrating their concern for the organization (Kristiyasari et al., 2023). Commitment is an employee's loyalty, which includes emotional involvement, a desire to contribute, and a willingness to stay for the long term, as well as adhering to the company's values and goals (Yuliantini et al., 2024). Commitment is the ability and willingness to manage personal behavior in line with the needs, priorities, and goals of the organization (Ardianto et al., 2024). Indicators of commitment supporting this research include:

- a. Sacrifice: an individual's willingness to sacrifice time, energy, or resources.
- b. Work behavior: includes the attitudes and actions demonstrated by individuals in carrying out their duties.
- c. Discipline: refers to an individual's ability to comply with established rules, procedures, and standards.

Employees who are committed to the organization tend to be more diligent, innovative, and collaborative, and have lower absenteeism and turnover rates. Employee commitment reflects their loyalty and dedication to the company's goals and values. At PT. Indonesia Bulk Terminal, employee commitment levels contribute to increased productivity. Previous findings (Ardianto et al., 2024); (Triyanto et al., 2024) shows that commitment will affect labor productivity.

Productivity

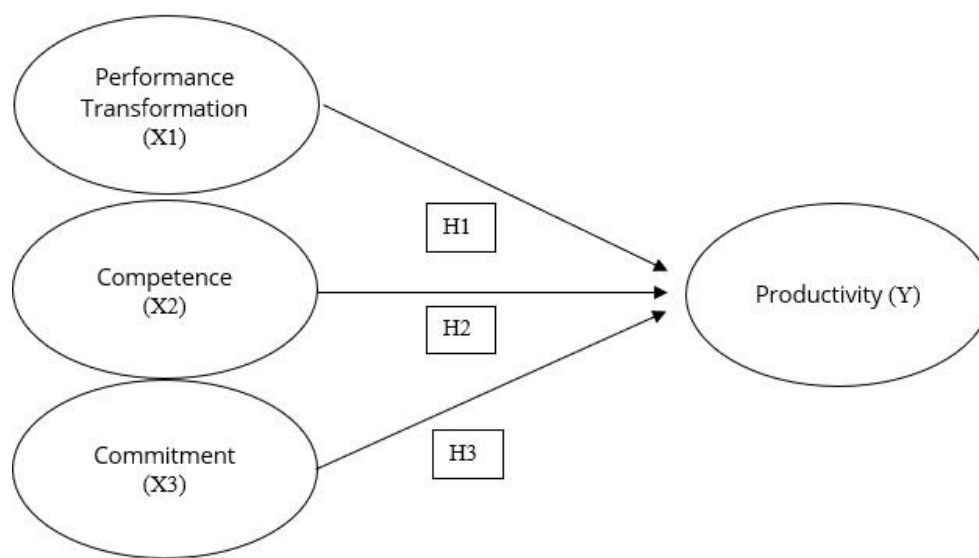
Productivity consists of a series of activities that form a cycle with four stages, namely measurement, evaluation, planning, and improvement (Faadhilah et al., 2025). Productivity can be

defined as a mathematical ratio that compares total output with the amount of resources used in the production process (Rupiwardani et al., 2024). Productivity is the result obtained from the use of resources we expend in a job (Aril & Ananda, n.d.). Productivity refers to the level of work output achieved by individuals, both in terms of quality and quantity, when performing tasks in accordance with their responsibilities (Keterampilan et al., 2024). Productivity indicators refer to, among other things (Fauzi et al., 2022):

- Ability: The quality of the workforce is determined by their skills and level of professionalism in carrying out their duties.
- Work ethic: Efforts to improve oneself compared to the previous day. This work ethic can be assessed through work attitude and the results achieved in a day compared to the results of the previous day.
- Self-development: Identifying challenges and expectations that will be faced in the future can help you improve yourself.
- Efficiency: A comparison between the results achieved and the total amount of resources required.

Performance, competency, and commitment transformations are interrelated in improving productivity at PT. Indonesia Bulk Terminal. Performance transformation increases efficiency and innovation, while high employee competency ensures output quality and adaptation to change. Strong commitment drives emotional engagement and collaboration, reducing turnover. By managing these three variables, the company can create a more productive and efficient work environment. Previous findings (Firdaus et al., 2023) demonstrating that performance transformation, competence, and commitment influence labor productivity.

Figure 1 Conceptual Framework



Hypothesis

H1: Performance transformation has a significant effect on productivity at PT. Indonesia Bulk Terminal.

H2: Competence has a significant effect on productivity at PT. Indonesia Bulk Terminal.

H3: Commitment has a significant effect on productivity at PT. Indonesia Bulk Terminal.

METHOD

Method Of Analysis

This type of research is descriptive quantitative research that describes the figures obtained as research results (Sumner et al., 2025). PT. Indonesia Bulk Terminal is a subsidiary of Adaro

Logistic engaged in logistics and terminal management. The location of this research is in Dimekar Putih, Indonesia Bulk Terminal Pulau Laut Barat, Kampung Baru Village, Pulau Laut Tanjung Selayar Subdistrict, Kotabaru Regency, South Kalimantan, Postal Code 72153. The population used is all permanent employees at PT. Indonesia Bulk Terminal with a total of 200 employees. Data collection used a sampling technique, namely purposive sampling, to obtain conclusions that were more focused on the research object. From the selected data collection technique, a sample of 100 employees was assumed to have the following criteria: 1) Permanent employees of PT. Indonesia Bulk Terminal, 2) Employees with at least 2 years of work experience, 3) Employees with less than 2 years of work experience.

This study uses a Likert scale questionnaire with a total of 30 statement items consisting of 8 statement items on the performance transformation variable, 8 statement items on the competency variable, 6 statement items on the commitment program variable, and 8 statement items on productivity. This study relies on one type of data, namely primary data. Primary data was obtained through questionnaires filled out by respondents or samples. Furthermore, the collected data will be processed using Smart Partial Least Square (SPLS) software version 3.0. The data analysis techniques applied are Outer Model, Average Variance Extracted (AVE), Composite Reliability, R Square, and Estimate for Path Coefficient.

Operational Definition

Performance Transformation

The definition of performance transformation is the process of changing employee work results caused by improved performance (Zaidan Prayuda, 2022). The indicators used refer to:

- a. Quality: Employees are able to deliver quality work based on customer needs and standard operating procedures.
- b. Creativity: Freedom to express ideas or suggestions for customer improvement.
- c. Attendance: Employee attendance is measured based on the number of working days in the attendance system over a one-month period.
- d. Contribution: Active role of employees through the number of projects completed according to targets in achieving company goals.

Competency

The operational definition of competency refers to a person's ability to complete a task or project depending on the skills, knowledge, and work attitude required to carry out the task (Widya Bina Ummah et al., n.d.). The indicators used refer to:

- a. Knowledge: Employees have an understanding of work SOPs, company policies, and job-related knowledge.
- b. Ability: Assessment of employee skills in completing projects through evaluation.
- c. Values: Understanding the extent to which company values, such as occupational safety and health (K3), sustainability, and responsibility, are internalized by employees.
- d. Attitude: Employee behavior in work situations, such as cooperation and responsibility towards the company.

Commitment

The operational definition of commitment refers to behavior that reflects employee loyalty to the company through a willingness to work hard and persevere in the face of corporate challenges (Sukmawati & Sukmawati, 2022). The indicators used refer to:

- a. Sacrifice: Employees' willingness to sacrifice their time and energy to achieve company goals.
- b. Work behavior: Attitudes demonstrated by employees in carrying out their duties, including engagement, commitment to tasks, and ability to work with others.

- c. Discipline: Ability to comply with SOPs, demonstrate compliance, consistency in carrying out responsibilities, and efficient time management.

Productivity

According to (Wua et al., 2022) Work productivity refers to employee contributions measured based on the number of tasks or projects completed according to targets within a certain period. The indicators used refer to:

- Ability: Assessment of employee skills in completing projects through evaluation.
- Self-Development: A continuous process undertaken by employees to improve skills, knowledge, attitudes, and competencies relevant to job duties, career goals, and company needs.
- Quality: The quality of employees' work that reflects their performance, including accuracy, safety, and reliability in carrying out tasks, which directly affects the company's reputation.
- Efficiency: Measuring the number of tasks completed by employees within a certain time according to Standard Operating Procedures..

RESULTS AND DISCUSSION

RESULTS

Respondent Description

In this study, the author took samples from employees of PT. Indonesia Bulk Terminal using a Google Form questionnaire distributed via the WhatsApp application. A review of the characteristics of 100 respondents will be provided in the presentation of respondent characteristic data to give an overview of the respondents' circumstances.

Table 1 Respondent Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	60	60
	Female	40	40
Age	> 20	1	1
	20-30 Years	48	48
	31-40 Years	40	40
	41-50 Years	11	11
Years of Service	< 2 Years	31	31
	> 2 Years	69	69
Education	SMA/SMK/MAN	43	43
	D3	19	19
	S1	38	38

Source: Processed Data 2025

Based on the data in Table 1, it can be concluded that 60% of respondents were male, or 60 respondents, while 40% were female, or 40 respondents. In addition, the age category with the highest number of respondents was 20-30 years old, which was 48% or 48 respondents, while the smallest number of respondents were < 20 years old, which was only 1%. This means that the majority of respondents were of productive age, namely 20 to 30 years old. Based on the data on length of employment above, it can be seen that those who have worked for > 2 years are more numerous at 69% compared to those who have worked for < 2 years at 31%. Table 1 also shows that the number of permanent employees dominates the company, with 100 respondents or 100%. This

condition shows that employees at PT. Indonesia Bulk Terminal are dominated by permanent employees.

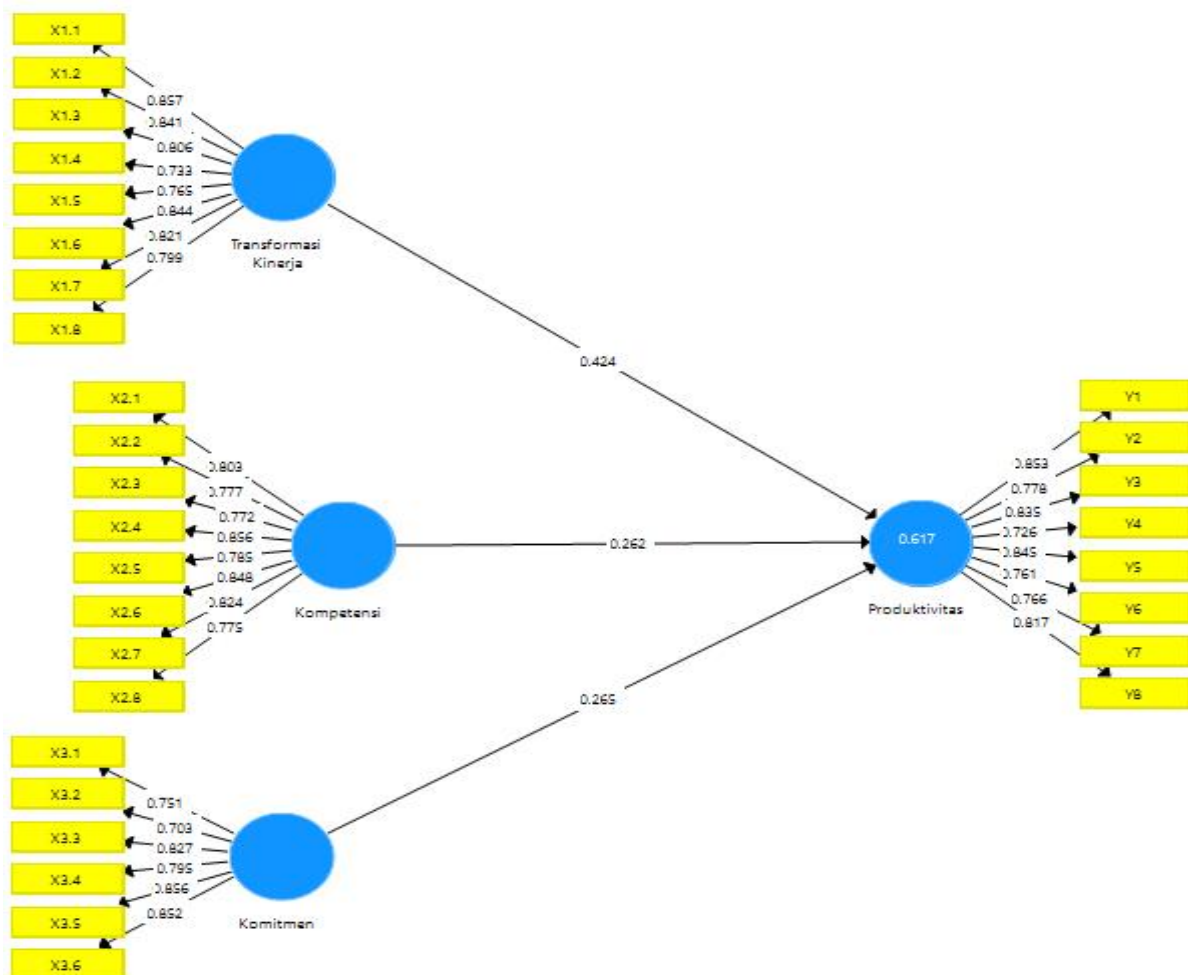
Research Results

Hypotheses and Analysis

In this study, data analysis used validity tests, reliability tests, and hypothesis tests. These tests were measured using SmartPLS (Partial Least Square) with a total of 100 respondents who work at PT. Indonesia Bulk Terminal so that it can be measured whether the research conducted is valid or not.

Measurement Model Analysis (Outer Model)

Figure 2. SmartPLS outer model diagram



Source: SmartPLS Output (2025)

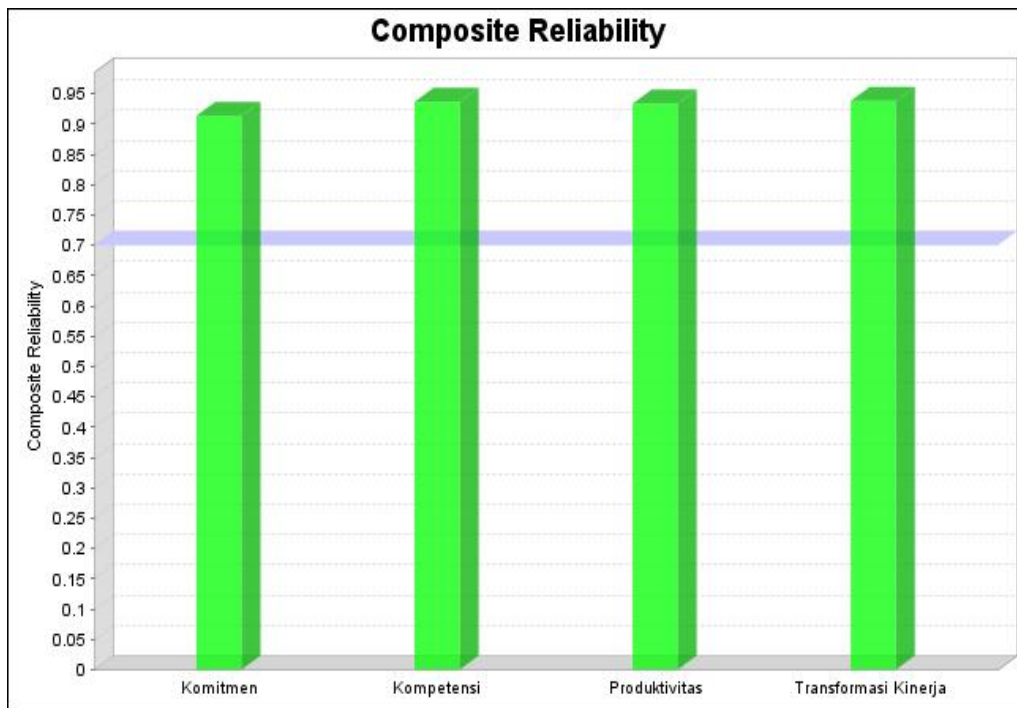
Model measurement testing (outer model) is used to determine how latent variables and their manifest variables interact. This testing includes *convergent validity*, *discriminant validity*, and *convergent validity reliability*.

Validity Test

The outer model value or loading factor can be used to test convergent validity. The outer loading values of each indicator in the research variables show that each indicator variable of performance transformation (X1), competence (X2), commitment (X3), and productivity (Y) has an average outer loading > 0.7 . Therefore, it can be stated that the indicators of each variable meet the convergent validity requirements.

Reliability Test

Figure 3. Composite Reability diagram



Source: SmartPLS Output, 2025

Composite Reliability was used to evaluate the reliability of indicators for each variable. In this study, the composite reliability value of a variable was considered acceptable if it was > 0.7 . The composite reliability values are shown in Table 2:

Table 2 Composite Reability

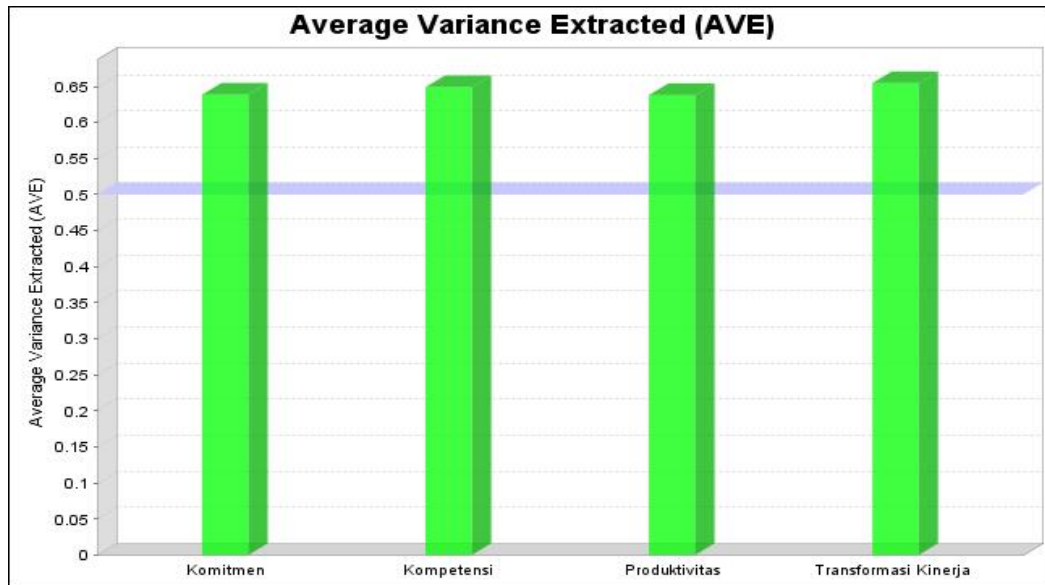
Variables	Composite Reliability
Performance Transformation	0,938
Competence	0,937
Commitment	0,913
Productivity	0,934

Source: SmartPLS Output, 2025

Based on the test results in Table 2, the composite reliability value of the performance transformation variable is 0.938, a composite reliability value of 0.937 for the competency variable, a composite reliability value of 0.913 for the commitment variable, and a composite reliability value of 0.934 for the productivity variable. These values indicate that all variables are > 0.7 , meaning that all variables are reliable.

A model construct can be said to have high reliability if the AVE exceeds 0.5, in which case the model structure is considered to have high reliability. If $AVE > 0.5$, the data is considered reliable. The AVE values for all variables are shown as follows:

Figure 4. Average Variance Extracted (AVE) Diagram



Source: SmartPLS Output, 2025

Table 3 Average Variance Extracted (AVE)

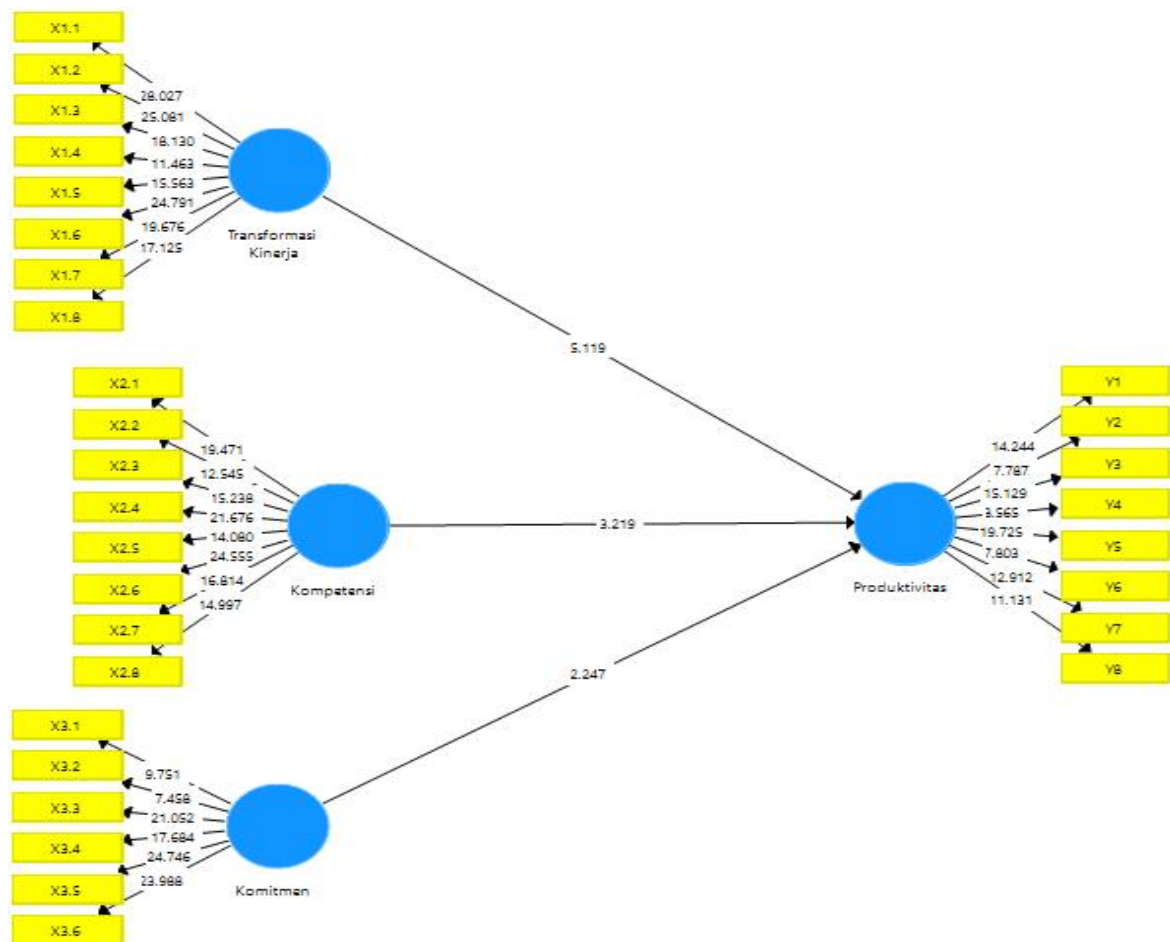
Variables	Average Variance Extracted (AVE)
Performance Transformation	0,655
Competence	0,649
Commitment	0,639
Productivity	0,638

Source: SmartPLS Output, 2025

Table 3 shows that the AVE values of all variables are greater than 0.5. Therefore, all variables can be considered reliable. This means that each variable has good discriminant validity.

Structural Model Analysis (Inner Model)

Inner model or structural model testing is conducted by examining the relationship or influence between constructs, significant values, and R-Square (R^2) of the research model. Measurement analysis using SmartPLS 4.0 shows the following image:

Figure 5 SmartPLS Inner Loading Diagram

Source: SmartPLS Output, 2025

In this process, to explain the strength of the relationship or influence of independent latent variables on dependent latent variables through intervening variables, a measurement standard of 0.75 is considered strong, 0.50 is considered moderate, and 0.25 is considered weak. The table below shows the estimated R-Square results using SmartPLS:

Table 4 Nilai R-Square

Variabel	R Square
Produktivitas	0,671

Source: SmartPLS Output (2025)

Table 4 shows that the productivity variable (Y) has an R-Square value of 0.671 or 70%. This value indicates that the structural model of this study is categorized as strong because it has an R-Square value > 0.67. It can be concluded that the variables of Performance Transformation (X1), Competence (X2), and Commitment (X3) can measure and have a good relationship with the Productivity variable with a good R-Square value of 70%.

Hypothesis Testing

Table 5. Bootstrapping

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Performance Transformation -> Productivity	0,424	0,426	0,082	5,161	0,000
Competence -> Productivity	0,262	0,257	0,080	3,274	0,001
Commitment -> Productivity	0,265	0,276	0,114	2,315	0,021

Source: SmartPLS Output, 2025

Based on Table 5, it can be explained that:

1. Based on the SmartPLS measurement results of the Performance Transformation variable, the value of this variable is $t_{count} > t_{table}$ with a value of $5.161 > 1.96$, while the p-value measurement is $0.000 < 0.05$. This can be concluded that the measurement results explain that Performance Transformation has a significant effect on the performance of 100 employees working at PT. Indonesia Bulk Terminal.
2. Based on the SmartPLS measurement results of the Competence variable, the value of this variable is $t_{hitung} > t_{tabel}$ with a value of $3.274 > 1.96$, while the p-value measurement is $0.001 < 0.05$. It can be concluded that the measurement results show that Competence has a significant effect on the performance of 100 employees working at PT. Indonesia Bulk Terminal.
3. Based on the SmartPLS measurement results of the Commitment variable, the value of this variable is $t_{hitung} > t_{tabel}$ with a value of $2.315 > 1.96$, while the p-value measurement is $0.021 < 0.05$. It can be concluded that the measurement results show that Commitment does not significantly affect the Performance of 100 employees working at PT. Indonesia Bulk Terminal.

DISCUSSION

The Effect of Performance Transformation on Productivity

The results of the study show that performance transformation has a positive and significant impact on productivity at PT. Indonesia Bulk Terminal. This means that the better the performance transformation implemented in the company, the better the productivity. Performance transformation is built on several indicators, including quality, creativity, attendance, and contribution. The largest contribution is found in the quality indicator. This enables employees to deliver work quality based on customer needs and standard operating procedures. Supported by the majority of respondents who agree that employees must contribute to achieving company goals through more effective and efficient work changes. This shows that the better the process of change in employee work results, as demonstrated by improved performance, the more it can encourage employees to work more efficiently, innovatively, and with greater commitment, thereby increasing productivity. Good performance transformation reflects the extent of employee contribution to the tasks assigned, which encourages innovation, adaptation to generational shifts, and the creation of a responsive work environment. This directly contributes to increased productivity in the company. (Ilhami & Firdaus, 2024).

The impact of performance transformation on employee productivity at PT. Indonesia Bulk Terminal occurred due to improvements in work quality that met Standard Operating Procedures (SOP) and environmental regulations, creativity in process and product innovation, and high attendance in operational activities, which enabled employees to better adapt to generational dynamics and the demands of the logistics industry. This is demonstrated by the majority of

employees who have worked for more than >2 years, as they better understand the changes in organizational culture that must be implemented to support operational efficiency and the achievement of company targets. This study is supported by previous research (Buyung Aulia Safrizal, 2023)(Oktavia, 2024)(Angga Wahyudi et al., 2023).

The Effect of Competence on Productivity

The results of the study indicate that competency has a positive and significant impact on productivity at PT. Indonesia Bulk Terminal. This means that the higher the level of competency possessed by employees, the more effective the productivity produced. Competence is built on several indicators, including knowledge, ability, values, and attitude. The largest contribution is found in the ability indicator. This shows the importance of recognizing the assessment of employee skills in completing projects through evaluation. Supported by the majority of respondents who agree that employees must have abilities that are assessed through the completion of real tasks in the field. A person's ability to complete tasks or projects depends on the skills, knowledge, and work attitude required to carry out the task, which can improve output quality, operational efficiency, and innovation in the field, thereby increasing productivity. Increased commitment is evidenced by the ability of employees to handle tasks, support adaptation to modern technology, and integrate the skills of the younger generation with the experience of seniors, which directly contributes to increasing productivity in the company.

The impact of competency on employee productivity at PT. Indonesia Bulk Terminal can be seen in their ability to complete mining and terminal management tasks, accurate knowledge of project results, internalization of safety and sustainability values, and a collaborative attitude in team interactions, which makes employees more adaptable to generational shifts and company demands. This is also reflected in the majority of employees who have a bachelor's degree, as these employees better understand the competencies needed to support operational efficiency and better achievement of company targets (Eksan & Dharmawan, 2020) . This study is also supported by previous research (Hery, 2024)(Widya Bina Ummah et al., n.d.-b)

The Effect of Commitment on Productivity

The results of the study indicate that commitment does not have a significant positive effect on productivity at PT. Indonesia Bulk Terminal. This means that lower levels of commitment lead to a decline in employee productivity. Commitment is built on several indicators, namely sacrifice, work behavior, and discipline. The indicator that contributes the most is discipline in commitment, even though it does not affect productivity. Therefore, employees who have the ability are unwilling to comply with Standard Operating Procedures, demonstrate compliance, consistency in carrying out responsibilities, and efficient time management. The majority of respondents agree that employees must be disciplined in complying with established rules and procedures for safety and efficiency, even though there is no significant measurable improvement in productivity (Triyanto et al., 2024)This shows behavior that reflects employee loyalty to the company through their willingness to work hard and persevere in the face of challenges. The company has no influence on employee productivity.

The impact of commitment on employee productivity at PT. Indonesia Bulk Terminal does not show an effect on employee productivity. There are still employees who are late in clocking in, are indifferent to company regulations, and do not carry out their duties in accordance with standard operating procedures, which causes a decline in employee productivity. This is demonstrated by the majority of respondents who are over 30 years old. These employees feel they have more experience, so they tend to disregard company regulations compared to employees who are under 30 years old. This study is also supported by previous research (Kristiyasari et al., 2023)(Anggoro et al., 2022)(Widyanti et al., n.d.).

CONCLUSION

This study concludes that performance transformation and employee competency have a positive and significant impact on productivity at PT. Indonesia Bulk Terminal, whereas employee commitment shows no significant influence. Productivity improvement is primarily driven by enhanced work quality and creativity from performance transformation and by technical skills and project knowledge from competency. Therefore, HR managers are recommended to prioritize training programs on performance transformation and competency development, tighten discipline and KPI enforcement especially for senior employees, and strengthen intergenerational onboarding and mentoring initiatives. The study is limited to 100 permanent employees using purposive sampling; future research should employ a census approach, incorporate additional variables, and adopt a longitudinal design for more comprehensive findings.

REFERENCES

- Akmaliyah, N. F., Ubaidillah, H., Firdaus, V., & Id, H. A. (2025). Pengaruh Kepemimpinan dan Lingkungan Kerja terhadap Kinerja Pegawai dengan Budaya Organisasi sebagai Variabel Moderasi Pada Dinas Perindustrian dan Perdagangan Kabupaten Sidoarjo. *PARADOKS Jurnal Ilmu Ekonomi*, 8(3). <https://jdih.sidoarjokab.go.id/>
- Angga Wahyudi, Muhammad Bismi Thoifurqoni Assyamiri, Wilda Al Aluf, Mohammad Ryan Fadhillah, Shinta Yolanda, & M. Isa Anshori. (2023). Dampak Transformasi Era Digital Terhadap Manajemen Sumber Daya Manusia. *Jurnal Bintang Manajemen*, 1(4), 99–111. <https://doi.org/10.55606/jubima.v1i4.2222>
- Anggoro, W., Indarti, S., & Efni, Y. (2022). Pengaruh Penerapan K3 dan Komitmen Karyawan Terhadap Kepuasan Kerja dan Produktivitas Kerja Karyawan Bagian Produksi PT. Sari Lembah Subur Pelalawan. *Jurnal Daya Saing*, 8, 402–415.
- Ardianto, M. E., Abadiyah, R., Andriani, D., & Firdaus, V. (2024). Motivasi Intrinsik dan Kesesuaian Pekerjaan Mendorong Komitmen melalui Pertumbuhan Karier. In *INTELEKTUALITAS: Jurnal Penelitian Lintas Keilmuan* (Issue 1). <https://doi.org/10.xxxxx/xxxxx>
- Aril, M., & Ananda, S. (n.d.). Determinasi Produktivitas Kerja: Flexible Working Space, Transformational Leadership, Dan Organizational Culture (*Literature Review Manajemen Sumber Daya Manusia*). 3(1), 2022. <https://doi.org/10.38035/jmpis.v3i1>
- Berliana Salsabilla, J., Sumartik, S., Firdaus, V., & Muhammadiyah Sidoarjo, U. (2025). *PERMANA: Jurnal Perpajakan, Manajemen, dan Akuntansi Licensed under a Creative Commons Attribution-NonCommercial 4.0 International License Pengaruh Kepemimpinan Transformasional, Human Relation dan Etos Kerja Terhadap Kinerja Karyawan melalui Kepuasan Kerja pada PT. Natura Plastindo*. 17(3), 725–744. <https://doi.org/10.24905/permana.v17i3.988>
- Buyung Aulia Safrizal, H. (2023). Gaya kepemimpinan Transformasi terhadap kinerja Karyawan: A Literatur Review. In *Public Service And Governance Journal* (Vol. 4, Issue 1).
- Eksan, F., & Dharmawan, D. (2020). Pengaruh Kompetensi Dan Motivasi Terhadap Produktivitas Kerja Karyawan Pt Astra International Daihatsu, Tbk Cibubur. *Jurnal Ekonomi Dan Industri*, 21(2). <https://doi.org/10.35137/jei.v21i2.431>
- Faadhilah, N. R., Andriani, D., & Firdaus, V. (2025a). The Influence of Work Environment, Job Skills, and Work Engagement on Employee Productivity in MSMEs. *Jurnal Ilmiah Manajemen Kesatuan*, 13(1), 271–281. <https://doi.org/10.37641/jimkes.v13i1.3028>
- Faadhilah, N. R., Andriani, D., & Firdaus, V. (2025b). The Influence of Work Environment, Job Skills, and Work Engagement on Employee Productivity in MSMEs. *Jurnal Ilmiah Manajemen Kesatuan*, 13(1), 271–281. <https://doi.org/10.37641/jimkes.v13i1.3028>
- Fatmawati Oktavia, C., & Firdaus, V. (2024). Pengaruh Kompetensi, Motivasi Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan pada CV. Faris Collection Tulangan Sidoarjo. *Innovative Technologica: Methodical Research Journal*, 3(1), 1–11. <https://doi.org/10.47134/innovative.v3>

- Fauzi, A., Sulistianingsih, E., Rahmadanti, K., Hanifah, N. A., Putri, S. M., Nabila, W. T., & Penulis, K. (2022). *Pengaruh Komitmen Dan Kepuasan Kerja Terhadap Produktivitas Kerja Karyawan (Literatur Review Manajemen Sumber Daya Manusia)*. 3(6). <https://doi.org/10.31933/jemsi.v3i6>
- Firdaus, V., Andriani, D., & Febriansah, R. E. (2023). Eustress, Employee Job Burnout Syndrome and Productive Performance in the Madura Herbal Industry. *Jurnal Manajemen Indonesia*, 23(3), 303–312. <https://doi.org/10.25124/jmi.v23i3.5144>
- Hery, V. (2024). Analysis Of The Effect Of Competence On Employee Performance With Job Satisfaction As An Intervening Variable Analisis Pengaruh Kompetensi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. In *Management Studies and Entrepreneurship Journal* (Vol. 5, Issue 2). <http://journal.yrpiiku.com/index.php/msej>
- Ilhami, D. L. I., & Firdaus, V. (2024). Transformasi Kinerja Rumah Sakit: Kekuatan Disiplin, Loyalitas, dan Etika. *Jurnal Pemberdayaan Ekonomi Dan Masyarakat*, 1(3), 13. <https://doi.org/10.47134/jpem.v1i3.282>
- Kamillaeni Jamillah, Sri Wahyu Lelly Hana Setyant, & Arnis Budi Susanto. (2025). Employee Performance Review in Banking Sector: Exploring Digital Competence, Organizational Culture, and Digital Transformation. *Journal of Sustainable Development Innovations*, 2(3), 36–45. <https://doi.org/10.61552/jsi.2025.03.005>
- Keterampilan, P., Kerja, P., Produktivitas, T., Karyawan, K., Hijab, U., Nofalia, S., Putri, K., Andriani, D., Abadiyah, R., & Author, C. (2024). The Influence of Skills, Experience, and Work Supervision on the Work Productivity of MSME Hijab Sidoarjo Employees. In *Management Studies and Entrepreneurship Journal* (Vol. 5, Issue 2). <http://journal.yrpiiku.com/index.php/msej>
- Kristiyasari, D., Prasetyo, I., & Utari, W. (2023). Komitmen Organisasional Sebagai Variabel Intervening Pada Pengaruh Perceived Organizational Support Terhadap Produktivitas Kerja Pegawai. *Jurnal Ilmu Manajemen*. <https://e-journal.unmas.ac.id/index.php/juima/article/view/7891/5774>
- Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible Capital*, 12(4), 1040–1087. <https://doi.org/10.3926/ic.838>
- Martini, I. A. O., Supriyadinata, A. A. N. E., Sutrisni, K. E., & Sarmawa, I. W. G. (2020). The dimensions of competency on worker performance mediated by work commitment. *Cogent Business and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1794677>
- Oktavia, S. (2024). Transformasi Kepemimpinan dan Budaya Organisasi: Implikasinya terhadap Kinerja Karyawan. *Jurnal Cendekia Ilmiah*, 3(5).
- Pemmaraju Satya Prem. (2024). Machine learning in employee performance evaluation: A HRM perspective. *International Journal of Science and Research Archive*, 11(1), 1573–1585. <https://doi.org/10.30574/ijrsra.2024.11.1.0193>
- Pratama, H., Rivai, H. A., & Lukito, H. (2023). Enrichment: Journal of Management The effect of competence and work discipline on employee performance with work motivation as a mediating variable. In *Enrichment: Journal of Management* (Vol. 12, Issue 6).
- Rupiwardani, I., Sari, D., & Wahyuni, I. D. (2024). Analysis of Factors Affecting Work Productivity. *Indonesian Journal of Global Health Research*, 6(2), 903–910. <https://doi.org/10.37287/ijghr.v6i2.2678>
- Sukmawati, L., & Sukmawati. (2022). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Produktivitas Kerja Karyawan PT. Perkebunan Nusantara X Ajong Gayasan Kabupaten Jember. *Jurnal of Business and Innovation Management*, 4, 331–342.
- Sumner, M., Beardmore, T., Burgess, M., Curtis, M., Gleeson, Z., Lloyd, Z., Petrovic, B., Schaible, B., Vella-Horne, D., Whiteside, B., & Higgs, P. (2025). Reflections From the Field: Using Ethical Reflexivity in a Quantitative Study. *International Journal of Qualitative Methods*, 24. <https://doi.org/10.1177/16094069251394929>
- Sutarman, A., Kadim, A., & Garad, A. (2024). The Effect of Competence and Organizational Commitment on Work Productivity of Indonesian Manufacturing Industries. *International Journal of Technology*, 15(5), 1449–1461. <https://doi.org/10.14716/ijtech.v15i5.5775>

- Triyanto, A., Abduh, H., & Firdaus, V. (2024). *PENGARUH FLEKSIBILITAS KERJA TERHADAP KESEIMBANGAN HIDUP DAN KOMITMEN GENERASI MILENIAL SERTA GEN Z*. 8(3).
- Vita, D., Suandi, A., Anggoro, Y., & Prawiraatmadja, W. (n.d.). *International Journal of Current Science Research and Review Modular and Phased Approach: Innovative Transition Approach in Developing the First Indonesia's Green Energy Terminal*. <https://doi.org/10.47191/ijcsrr/V7-i6-89>
- Widya Bina Ummah, K., Batu Aji, K., Batam, K., Riau, K., Hasibuan, A., & Sembiring, D. (n.d.). Journal of Management and Accounting (JMA) ISSN xxxxxx (print) dan xxxxxx (online) Pengaruh Disiplin Kerja, Motivasi, Dan Kompetensi Terhadap Produktivitas Karyawan DI PT. PCI Elecktronik Internasional. In *Journal of Management and Accounting (JMA)* (Vol. 1, Issue 1). <http://ejournal.stienagoyaindonesia.ac.id/ojs/index.php/jma>
- Widyanti, R., Anhar, D., Basuki,), Ekonomi, F., Kalimantan, I., & Banjarmasin, M. (n.d.). *Pengaruh Pengembnagnan Karir Terhadap Komitmen Organisasi (Studi Pada Karyawan PT. Donindo Kota Banjarmasin)* (Vol. 6).
- Wua, K. R., Nelwan, O. S., & Lumantow, R. Y. (2022). Pengaruh Integritas, Komitmen Dan Semangat Kerja Terhadap Produktivitas Kerja Karyawan Di Pt Sumber Energi Jaya. In *29 Jurnal EMBA* (Vol. 10, Issue 1).
- Yuliantini, Thamrin, M., & Susanto, P. C. (2024). *Analisis Komitmen Organisasi, Pengembangan Karir dan Keterikatan Kerja Terhadap Produktivitas Karyawan : dalam Suatu Tinjauan di Perguruan Tinggi*. <https://doi.org/https://doi.org/10.38035/jmpis>.
- Zaidan Prayuda, R. (2022). *Dampak Kepuasan Kerja , Gaya Kepemimpinan Transformasi Dan Transaksional Pada Kinerja Karyawan Sekolah Swasta: A Mini Review*.
- Ziyan, H. (2024). Research on the relationship between employees' core competence and work efficiency. In *Journal of Education, Humanities and Social Sciences PSHE* (Vol. 2024).

