

Determination of employee performance: Analysis of training, work motivation, transformational leadership and organizational culture

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Abstract

Purpose: This study examines key determinants of employee performance in Indonesia's maritime sector, focusing on ship crews. It analyzes training, work motivation, transformational leadership, and organizational culture to understand their roles in enhancing crew effectiveness, discipline, and overall productivity.

Research Methodology: This study used a descriptive qualitative method with the SALSA framework to review 30 peer-reviewed articles published in the past eight years. Theoretical triangulation involved applying Human Capital Theory, Maslow's Hierarchy of Needs, Bass's Transformational Leadership, and Hofstede's Organizational Culture Framework.

Results: The findings reveal that training improves job competence, work quality, and accountability; motivation enhances commitment and timeliness; transformational leadership fosters trust, innovation, and responsibility; and organizational culture strengthens discipline, teamwork, and loyalty. Each variable positively influences employee performance in the maritime context.

Conclusions: Investments in human resource factors particularly training, motivation, leadership, and organizational culture are crucial for enhancing the performance of maritime personnel. These factors serve as strategic levers to improve safety, operational efficiency, and service quality in the shipping industry.

Limitations: The study is limited to secondary data from literature published in English and Bahasa Indonesia, lacks empirical field validation, and does not explore the interaction effects among the variables.

Contribution: This study contributes conceptually by offering a synthesized framework linking human resource variables to maritime performance, thereby guiding future empirical research and managerial interventions in crew development and organizational transformation.

Keywords: *Organizational Culture, Qualitative Literature Review, Ship Crew Performance, Training, Transformational Leadership, Work Motivation*

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1. Introduction

The maritime industry is one of the central pillars supporting Indonesia's national economy. As the world's largest archipelagic country, more than 90% of Indonesia's inter-island trade and the majority of its exports and imports are conducted via maritime transportation ([Carlini et al., 2022](#)). Ships and their operating personnel, particularly ship crews, serve as the backbone of national logistics distribution, maritime connectivity, and transportation safety. The effectiveness of ship operations in terms of timeliness, safety, and service quality heavily depends on crew members' performance ([Hidayat, Susanto, Sutisna, & Isnaeni, 2023](#)). According to Figure 1, various types of shipping accidents have occurred in Indonesian waters over the last nine years, with varying numbers.

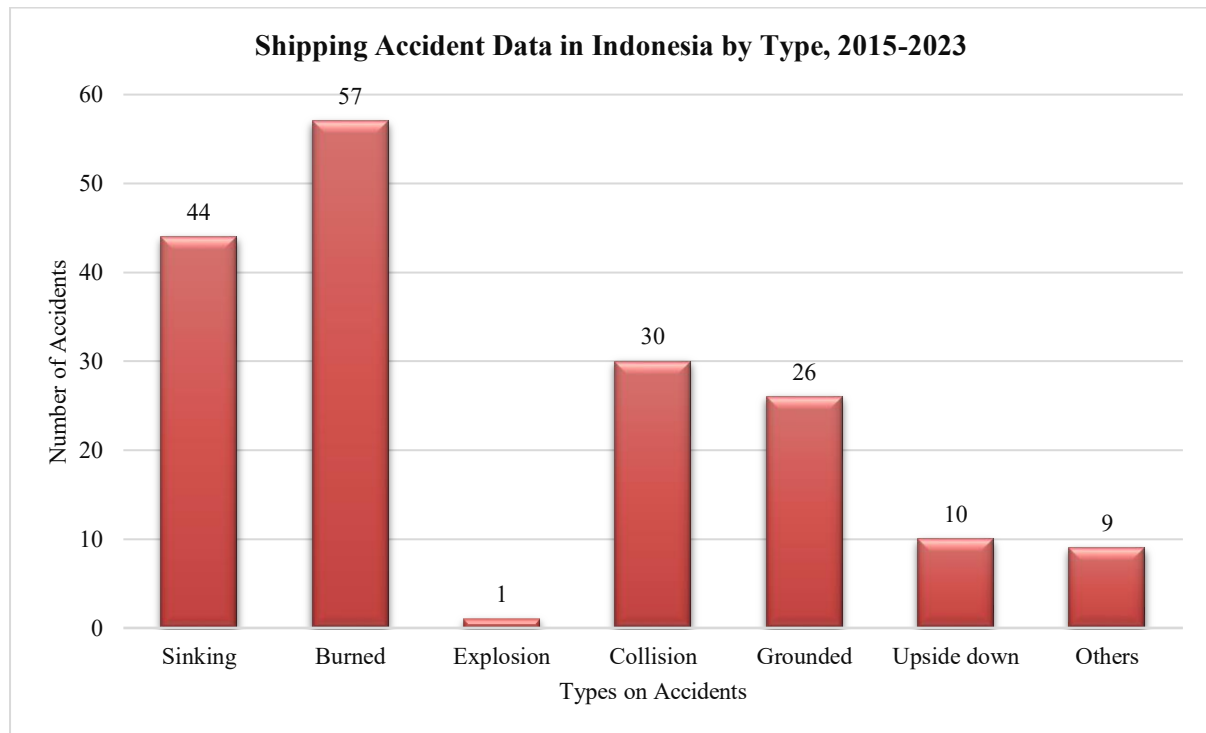


Figure 1. Shipping Accident Data in Indonesia by Type, 2015-2023

Source: [Mustajab \(2024\)](#), on DataIndonesia.id

However, ship crew performance in Indonesia still faces serious challenges, as reflected in the accident data over the past decade. According to [Mustajab \(2024\)](#), between 2015 and 2023, Indonesia experienced 57 cases of ship fires, making it the most frequent type of accident, followed by 44 cases of sinking, 30 collisions, and 26 grounding. These figures underscore the persistent vulnerability of Indonesian shipping to technical failures and human errors. Notably, many incidents stem from human resource-related factors, such as inadequate training, poor safety awareness, and weak operational coordination.

In empirical terms, several Indonesian maritime organizations have highlighted the performance gaps among ship crews. For example, a 2023 internal audit of a major state-owned shipping company revealed that over 35% of its crew members lacked certification in fire emergency response, and more than 40% had never participated in advanced navigation simulation drills. Similarly, a case study by Supriyanto et al. (2022) on crew performance in PT Peln showed that inconsistent work motivation and leadership issues among senior officers contributed to delays and service complaints on key inter-island routes in Indonesia.

These real-world cases demonstrate that, beyond technical aspects, human factors play a critical role in maritime safety and efficiency. Performance failures not only compromise operational outcomes but also endanger lives and undermine public trust in maritime transportation. Therefore, a strategic focus on improving crew performance is urgently required. This study seeks to explore the key determinants

that influence ship crew performance, including training, work motivation, transformational leadership, and organizational culture. By reviewing the relevant literature and contextual data, this study aims to offer conceptual insights into how these factors interact and contribute to maritime personnel effectiveness.

1.1. Formulation of the Problem

Based on the background of the problem above, the problems in this literature review are formulated as follows.

- 1) Does training affect employee performance?
- 2) Does work motivation affect employee performance?;
- 3) Does transformational leadership affect employee performance?;
- 4) Does organizational culture affect employee performance?.

2. Literature review

2.1. Employee Performance

Employee performance refers to the effectiveness and efficiency with which an employee carries out assigned tasks and responsibilities. Performance can be measured by various indicators, such as productivity, work quality, timeliness, and achievement of organizational targets ([Pusparani, Amin, & Ali, 2021](#)). Indicators or dimensions of employee performance include: 1) Work Quantity: Measure the amount of work completed by employees within a certain period of time; 2) Work quality: Assessing the extent to which work results meet expected quality and accuracy standards; 3) Timeliness: Describing employees' ability to complete work according to deadlines; and 4) Responsibility: Demonstrating employees' attitude toward carrying out tasks independently and consistently ([Hidayat et al., 2023](#)). Employee performance variables have been studied and are relevant to the research conducted by ([Nurjaya, Mukhtar, & UA, 2020](#); [Susanto, Setiawan, & Yandi, 2023](#)), ([Widodo & Maghfuriyah, 2024](#)).

2.2. Training

Training involves developing employees' skills, knowledge, and attitudes through methods such as on-the-job learning, seminars, workshops, and formal courses. Training aims to enhance employees' competence so they can perform their duties more effectively ([Susanto, Murdiono, & Susita, 2025](#)). The indicators or dimensions included in the training are as follows: 1) Training Material Relevance: Measuring the relevance of training material to employees' work needs; 2) Instructor competence: Assessing the ability of training instructors to deliver material effectively; 3) Training Methods: Demonstrating the effectiveness of the techniques and approaches used to deliver training (e.g., simulation, discussion, and practice); and 4) Application of Training Results: Assessing the extent to which knowledge and skills from training can be applied in daily work. The training variables have been researched and are relevant to the study conducted by ([Rustiawan, Safariningsih, & Zen, 2023](#)); ([Ulfah & Nilasari, 2023](#)).

2.3. Work Motivation

Work motivation is an internal or external force that influences employees' behavior and performance in carrying out their duties and responsibilities. Motivation can come from various sources, including physiological needs, recognition, achievement, and growth opportunities ([Mahaputra & Saputra, 2021](#)). Indicators or dimensions found in work motivation include: 1) Physiological Needs: Satisfaction with material rewards, such as salary, benefits, and work facilities; 2) Need for recognition: Employees' desire to be valued and recognized for their performance; 3) Self-actualization needs: The drive to develop one's potential through challenging tasks and learning opportunities; and 4) Achievement motivation: Intrinsic motivation to achieve targets and the best possible work results ([Bratha, Sawitri, & Faeni, 2023](#)). Work motivation variables have been studied and are relevant to the research conducted by ([Marta, Supartha, Dewi, & Wibawa, 2021](#); [Priatna, Indriyani, & Roswinna, 2020](#)), and Serang et al. ([Serang, Ritamariani, Kamase, & Gani, 2023](#)).

2.4. Transformational Leadership

Transformational leadership is a leadership style that inspires and motivates followers to achieve common goals through a clear vision, effective communication, and individual development. Transformational leaders strive to create positive change within organizations by empowering employees and encouraging innovation ([Susanto & Sawitri, 2022](#)). Indicators or dimensions of transformational leadership include: 1) Ideal Influence: Leaders serve as respected and trusted role models for their subordinates; 2) Inspirational motivation: Leaders provide a vision and work ethic that inspires enthusiasm; 3) Intellectual Stimulation: Leaders encourage creativity, critical thinking, and the courage to express new ideas; and 4) Individual Consideration: Leaders pay attention to the individual needs of employees and support their personal development ([Dwiswara & Utama, 2022](#)). Transformational leadership variables have been studied and are relevant to research conducted by ([Kahfi, Wibowo, & Widodo, 2022](#)), ([Rudianto, Jasfar, & Santosa, 2023](#)), ([Silitonga, 2023](#)).

2.5. Organizational Culture

Organizational culture comprises the values, norms, beliefs, and practices embraced by an organization's members. It reflects how the organization operates and interacts and influences employee behavior and decisions ([Pham, Vu, Phan, & Nguyen, 2024](#)). Indicators or dimensions found in organizational culture include: 1) Core Values of the Organization: The basic beliefs that are shared and shape work behavior; 2) work norms: unwritten rules that guide daily behavior in the workplace; 3) loyalty to the organization: the extent to which employees feel a sense of ownership and commitment to the organization; and 4) Work Ethic: The collective work spirit that reflects dedication and a high sense of responsibility toward tasks ([Upadhyay & Kumar, 2020](#)). Organizational cultural variables have been studied and are relevant to the research of [Al-Swidi et al. \(2021\)](#), [Saluy et al. \(2022\)](#), and [Susita et al. \(2020\)](#).

2.6. Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows.

Table 1. Results of Previous Relevant Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	Noor (2022)	-Motivational variables affect employee performance at PT Penascop Maritime Indonesia in East Waringan City -Competency variables affect employee performance at PT Penascop Maritime Indonesia in East Waringan City -Training variables affect employee performance at PT Penascop Maritime Indonesia in East Waringan City	This article has similarities in examining the variables of Training and Motivation as independent variables, and examining the variable of Employee Performance as the dependent variable.	-Another difference is found in the research object conducted at PT Penascop Maritime Indonesia in East Waringan City -Another difference is found in other independent variables studied, including the Competence variable
2	Setiyono, Sulaksono, and Hidayah (2024)	-Work Abilities variables affect Ship Crew Performance -Work Motivation variables affect Ship Crew Performance -Work Culture variables affect Ship Crew Performance	This article has similarities in examining the variables of Work Motivation and Work Culture as independent variables, and examining the variable of Ship Crew Employee	Another difference lies in the independent variables, where previous studies examined Work Abilities, Work Environment, and Work Coordination.

		-Work Environment variables affect Ship Crew Performance	Performance as the dependent variable.	
		-Work Coordination variables affect Ship Crew Performance		
3	Wangloan, Moeins, Marhalinda, and Endri (2022)	-Transformational Leadership Variables influence Ship Employee Performance -Professional Ethics Variables influence Ship Employee Performance -Work Competence Variables influence Ship Employee Performance	This article has similarities in examining the variable of Transformational Leadership as the independent variable and examining the variable of Ship Crew Employee Performance as the dependent variable.	Another difference lies in the independent variables, where previous studies examined Professional Ethics and Work Competence.
4	Paais and Pattiruhu (2020)	-Motivational variables affect ship employee performance -Leadership variables affect ship employee performance -Organizational culture variables affect ship employee performance	This article has similarities in examining the variables of Motivation and Organizational Culture as independent variables, and examining the variable of Ship Crew Employee Performance as the dependent variable.	Another difference lies in the independent variables, where previous studies examined the variable of leadership.

2.7. Formulation of Hypotheses

Based on the theoretical review and findings from previous studies, several hypotheses were formulated to guide this research. These hypotheses illustrate the relationship between the independent variables—training, work motivation, transformational leadership, and organizational culture and the dependent variable, employee performance. The detailed formulation of the hypotheses is presented in Table 2.

Table 2. Research Hypotheses

No	Hypothesis Code	Statement
1.	H1	Training has a positive and significant effect on employee performance.
2.	H2	Work motivation has a positive and significant effect on employee performance.
3.	H3	Transformational leadership has a positive and significant effect on employee performance.
4.	H4	Organizational culture has a positive and significant effect on employee performance.

3. Methodology

This study adopts a descriptive qualitative approach, chosen for its ability to explore and understand the characteristics of factors influencing the performance of ship crew members. The qualitative design enables researchers to interpret the meanings, patterns, and themes emerging from literature-based data and adapt the analysis to the specific context and characteristics of maritime personnel. Data Collection was conducted using the SALSA framework (Search, Appraisal, Synthesis, and Analysis), allowing for systematic and comprehensive literature review processes. The data were obtained from empirical

studies published within the last eight years and focused on key variables such as training, work motivation, transformational leadership, organizational culture and employee performance. Sources were collected from reputable academic databases, including Thomson Reuters, Springer, Taylor & Francis, Scopus, Emerald, Sage, Web of Science, DOAJ, EBSCO, and Sinta Journals, as well as academic search engines such as Publish or Perish and Google Scholar.

The sample Selection in this literature review consisted of 30 articles that met strict inclusion criteria, such as peer-reviewed publication status, empirical methodology, and relevance to maritime HR performance. The selection size was determined based on the principle of theoretical saturation, ensuring that the reviewed studies sufficiently represented the concepts and findings required to draw meaningful conclusions. To ensure construct validity, this study cross-referenced the key definitions and operational indicators of each variable (e.g., training, motivation, leadership, and culture) as applied across multiple studies. This triangulation process helped confirm the conceptual consistency and relevance of each factor concerning employee performance. The definitions were aligned with widely accepted theoretical frameworks, such as Bandura's theory of self-efficacy, Bass's transformational leadership theory, and Hofstede's model of organizational culture. By utilizing diverse, high-quality sources and rigorous review techniques, this methodology ensures the credibility and transferability of the findings, particularly in the context of Indonesian maritime organizations.

4. Results and discussion

4.1. The Effect of Training on Employee Performance

Based on a literature review and relevant previous studies, it can be stated that training affects employee performance. To influence employee performance through training, ship management must ensure the following: 1) Relevance of training material: Training material must be relevant to the duties and responsibilities of employees. Training that is tailored to job requirements will help employees understand and master the skills needed to perform their duties better; 2) Instructor competence: Competent and experienced instructors are essential in the training process. Instructors with in-depth knowledge and good skills can deliver material clearly and interestingly, as well as answer questions and provide constructive feedback; 3) Training methods: The training methods used should be varied and appropriate to the characteristics of the participants. Effective methods may include practical learning, simulations, group discussions, and online learning; 4) Application of training results: After the training is complete, it is important for management to ensure that the training results can be applied in daily work. This can be achieved by providing opportunities for employees to apply the skills and knowledge they have acquired.

If ship management can provide relevant training materials, competent instructors, effective training methods, and implementation of training results, this will have an impact on employee performance, including: 1) Workload: Employees who have undergone relevant and effective training tend to be more productive; and 2) Work quality: Good training can improve the quality of employees' work. With better skills and a deeper understanding of their tasks, employees will be better able to produce work that meets or even exceeds established standards; 3) Timeliness: Well-trained employees tend to be more disciplined and better at managing their time. They will be better able to complete tasks by the set deadlines, which is crucial for maintaining the smooth operation of shipping companies. 4) Responsibility: Effective training can increase employees' sense of responsibility towards their work. Employees who feel confident in their skills and knowledge tend to be more responsible in carrying out their duties and taking the initiative. The results of this study are in line with previous research conducted by [Aziz, Widodo, and Subagja \(2021\)](#); [Mashuri and Kusuma \(2023\)](#); [Sawitri \(2024\)](#) which states that there is an influence between training and employee.

4.2. The Effect of Work Motivation on Employee Performance

Based on a literature review and relevant previous research, it can be stated that work motivation affects employee performance. To influence employee performance through work motivation, ship management must do the following: 1) Physiological needs: When employees' physiological needs are met, they will feel more comfortable and focused on their work; 2) Recognition needs: Recognition needs are related to rewards and acknowledgment of employee achievements. Management needs to

provide rewards, praise, or incentives for employees who demonstrate good performance; 3) Self-actualization needs: Shipping company management must provide opportunities for employees to develop their skills and knowledge through training, career development, and appropriate challenges; and 4) Achievement motivation: Management needs to create an environment that supports the achievement of goals by setting clear and challenging targets.

If shipping company management can fulfill physiological, recognition, self-actualization, and achievement motivation needs, it will have an impact on employee performance, including: 1) Work quantity: Motivated employees tend to be more productive and able to complete more tasks in the same amount of time; 2) Work quality: High work motivation can improve the quality of employees' work. Employees who feel valued and have opportunities for self-development tend to pay more attention to details and strive to produce high-quality work; 3) Timeliness: Motivated employees with their basic needs met tend to be more disciplined and able to manage their time effectively. They will strive to complete tasks by the set deadlines, which is crucial for maintaining the smooth operation of a shipping company; and 4) Responsibility: Employees who feel motivated and recognized for their achievements tend to be more responsible for their work. They feel responsible for completing tasks properly and strive to achieve optimal results. The results of this study are in line with previous research conducted by [Kurniawan, Sunarsi, and Solihin \(2022\)](#), [\(Mardalena, Sarinah, & Endang, 2020\)](#), [Paulus \(2023\)](#), which states that there is a relationship between work motivation and employee performance.

4.3. The Effect of Transformational Leadership on Employee Performance

Based on a literature review and relevant previous studies, it can be stated that transformational leadership influences employee performance. To influence employee performance through transformational leadership, ship management must do the following: 1) Ideal influence: Leaders must be role models in terms of attitude, ethics, and commitment to their duties. By demonstrating high integrity and strong dedication, leaders build trust and respect among their employees. 2) Inspirational motivation: Leaders must communicate a clear vision, provide encouragement, and generate enthusiasm among employees toward common goals. In the shipping industry, where work is dynamic and challenging, the collective spirit instilled by leaders is essential to maintaining stable performance and focus on achieving the best results; 3) Intellectual stimulation: Leaders need to encourage employees to think creatively, solve problems independently, and express new ideas without fear. This creates an adaptive and innovative work environment, which is important for completing technical and operational tasks on ships efficiently and safely; and 4) Individual attention: Leaders must pay personal attention to the needs and potential of each employee. Through an empathetic approach and support for individual development, employees feel valued and motivated to perform to the best of their abilities.

If ship management can provide ideal influence, inspirational motivation, intellectual stimulation, and individual attention, it will have an impact on employee performance, including: 1) Workload: Employees who feel motivated and inspired by their leaders will be more enthusiastic and productive in completing their daily tasks. They can produce more work owing to a strong internal drive to contribute as much as possible; 2) Quality of work: With intellectual stimulation and individual attention, employees are encouraged to improve their precision and accuracy in their work. This results in an output that is not only abundant but also of high quality, in accordance with the company standards and shipping regulations. 3) Timeliness: Clear and motivational leadership encourages employees to be disciplined and value time. When leadership direction is structured and the work vision is well internalized, timely task completion becomes part of the embedded work culture; and 4) Responsibility: By being role models (ideal influences) and giving individual attention, leaders shape employees who are responsible for their work. Employees become more independent, proactive, and have a sense of ownership of the tasks they carry out without having to be constantly supervised. The results of this study are in line with previous research conducted by [Hubais, Islam, and Atiya \(2023\)](#), [Thariq, Silaban, Manurung, and Maharani \(2023\)](#), [Udin \(2023\)](#), which states that there is an influence between transformational leadership and employee performance.

4.4. The Effect of Organizational Culture on Employee Performance

Based on a literature review and relevant previous studies, it can be stated that organizational culture influences employee performance. To influence employee performance through organizational culture, ship management must do the following: 1) Core organizational values: If these values (work safety, teamwork, responsibility, and honesty) are understood and internalized by all employees, work behavior that is in line with the organization's objectives will be developed. In the shipping industry, for example, safety and compliance with international standards must be the primary culture embedded in every work action; 2) Work norms: These norms include discipline, punctuality, effective communication, and teamwork. When work norms are implemented and agreed upon, order, efficiency, and positive work behavior control will be created; 3) Loyalty to the organization: Loyal employees will work wholeheartedly, maintain the organization's reputation, and be willing to contribute more than just their formal duties. In the challenging shipping industry, loyalty is essential for creating team cohesion and continuity; and 4) Work ethic: Work ethic reflects the spirit and attitude towards work, including perseverance, honesty, responsibility, and high dedication. An organizational culture that instills the values of hard work and integrity will shape employees who are persistent and consistent in achieving their work targets, even under pressure or difficult working conditions, such as on a ship.

If ship management can instill core organizational values, work norms, loyalty to the organization, and work ethic, it will have a positive impact on employee performance, including: 1) Work volume: Employees working in a solid organizational culture will be motivated to complete more work because they feel involved and responsible for achieving the company's goals. A positive culture encourages productivity without excessive pressure; 2) Work quality: A culture that emphasizes quality, accuracy, and professionalism encourages employees to work carefully and according to standards. Employees will be more careful and meticulous in completing tasks because they understand that quality is part of the organization's identity; 3) Timeliness: Cultural norms and values that value time will encourage employees to complete work according to deadlines. Time discipline becomes part of the daily work culture, which is very important in the shipping industry that relies on strict schedules and operating systems; and 4) Responsibility: A strong organizational culture fosters employees who have a high sense of responsibility. They do not just complete tasks because it is their duty but because they feel they have an important role in the success of the team and the organization. Responsibility also includes concerns regarding the safety, assets, and reputation of the company. The results of this study are in line with previous research conducted by [Achmad and Mz \(2022\)](#); [Alqudah, Carballo-Penela, and Ruzo-Sanmartín \(2022\)](#); [Hastuti and Muafi \(2022\)](#) which states that there is an influence between organizational culture and employee performance.

4.5. Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous studies relevant to the discussion in this literature review.

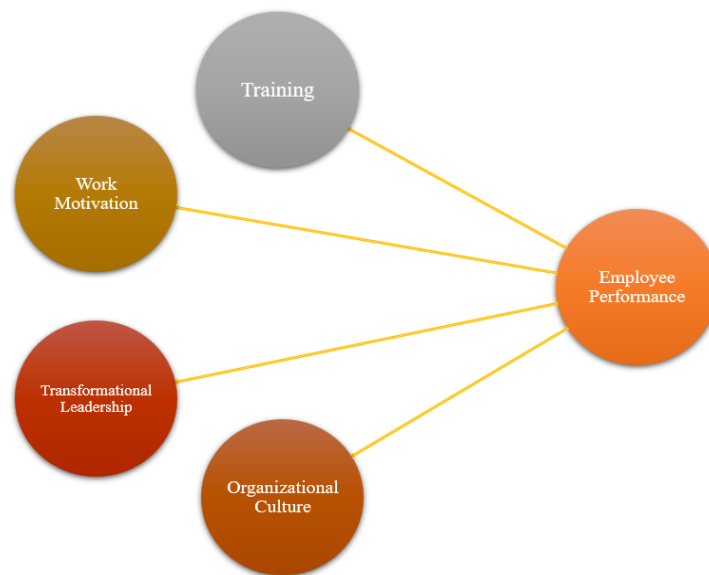


Figure 2. Conceptual Framework

Based on Figure 2, training, work motivation, transformational leadership, and organizational culture influence employee performance. However, in addition to the variables of training, work motivation, transformational leadership, and organizational culture that influence employee performance, there are other variables that influence it, including:

- 1) Work Environmen: ([Saputra & Mahaputra, 2022](#)); ([Santoso, Naim, Suroso, Hayudini, & Shrestha, 2023](#)); ([Zuleha, Sawitri, & Hendayana, 2024](#)); ([Widodo, 2017](#)).
- 2) Career Development ([Sawitri, Susanto, Suroso, & Sihombing, 2023](#)); ([Widodo, Silitonga, & Hapzi, 2017](#)); ([Widodo, 2021](#)); ([Yunita, Hadita, Wijayanti, & Ismayani, 2023](#)).
- 3) Workload ([Ali, Istianingsih, & Farhan, 2022](#)); ([Gazali, Sandib, Lestari, & Zainurrafiqi, 2022](#)); ([Maulana & Amanda, 2023](#)); ([Situmorang & Wardhani, 2022](#)); ([Tannady, 2023](#)).

5. Conclusions

5.1. Conclusion

This literature review thoroughly explored the influence of four key organizational factors—training, work motivation, transformational leadership, and organizational culture—on employee performance, with a specific focus on ship crew members in the Indonesian maritime industry. Drawing on a range of academic sources published within the last eight years, this study integrates empirical findings with established theoretical frameworks to generate a robust conceptual understanding of the research topic. Training is a fundamental factor in enhancing performance. When training programs are aligned with job demands, particularly in areas such as safety, navigation, and technical operations, they improve knowledge, skills, and behavior. This supports the Human Capital Theory, which posits that human development investments translate into greater organizational productivity and efficiency.

Work motivation also plays a crucial role in this regard. Guided by frameworks such as Maslow's Hierarchy of Needs and Self-Determination Theory, this study highlights how motivation, whether intrinsic or extrinsic, can elevate employee commitment, quality of output, and time discipline. Providing fair compensation, recognition, and development opportunities can directly improve ship crew performance. Transformational leadership is a critical driver. Leaders who display idealized influence, inspire shared goals, foster intellectual engagement, and support individual growth help create positive and high-performing teams. For maritime personnel, who face unique challenges at sea, such leadership is vital for maintaining morale, safety compliance, and task coordination.

Finally, organizational culture shapes the shared norms and values that govern crew behavior. A strong culture that emphasizes safety, discipline, teamwork, and responsibility enables consistent and high-quality performance across complex maritime environments. Despite these insights, this study has some

limitations. It is based solely on secondary data and lacks primary field validation. The analysis was constrained to recent literature in English and Bahasa Indonesia, which may limit its broader applicability. Furthermore, methodological differences across studies may affect the comparability of the findings. Future research should involve empirical methods, such as case studies or longitudinal designs, to test and refine these relationships in real-world maritime environments. Additionally, exploring variable interactions, such as the mediating role of motivation or the moderating effect of culture, would enrich our understanding. Overall, this review underscores the strategic importance of human capital management in the maritime sector. Investing in people is key to improving safety, efficiency, and competitiveness in Indonesia's shipping industry.

5.2. Limitations

This study has several limitations. First, it adopts a descriptive qualitative literature review approach, relying entirely on secondary data from previously published articles. As such, it does not involve primary data collection or field validation, which limits the contextual applicability of the findings to specific shipping companies and crew demographics. Second, the literature included in this review was restricted to articles published in the last eight years and written in English or Bahasa Indonesia. This scope may exclude relevant studies published in other languages or outside the specified timeframe. Third, the reviewed studies varied in methodological rigor, sample sizes, and geographical settings, which may have influenced the consistency and generalizability of the synthesized conclusions. Finally, although the review highlights the individual impact of training, motivation, leadership, and culture on performance, it does not explore the interaction effects among these variables. Future empirical research is required to validate and expand these findings.

5.3. Suggestions

Based on the results of this study, ship management should focus on and continuously pay attention to the factors that influence employee performance, specifically training, work motivation, transformational leadership, and organizational culture. These factors have been shown to significantly affect the effectiveness, discipline, and productivity of ship crew members. Training programs should be tailored to the operational realities of maritime work, ensuring that the skills taught are directly applicable to crew members' daily responsibilities. Regular evaluations and follow-ups are essential to maximize the training impact. Work motivation should be nurtured through financial incentives and opportunities for personal growth. A motivated crew is more likely to perform tasks efficiently and maintain discipline, even under challenging conditions. Leadership development should be prioritized to cultivate transformational leaders who inspire and guide their teams to achieve their goals. Additionally, building a strong organizational culture based on shared values and mutual respect fosters teamwork, responsibility, and long-term commitment among crew members.

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