

Analysis of Personality, Work Discipline, and Work Motivation on Employee Performance at PT Pelabuhan Indonesia Persero

Galuh Surya Putra, Soulthan Saladin Batubara, Rindi Andika

Abstract

This study aimed to examine the influence of personality, work discipline, and work motivation on employee performance at PT Pelabuhan Indonesia (Persero). The research used a quantitative approach with an associative method. The population consisted of 175 employees, while the sample included 64 respondents determined using the Slovin formula through purposive sampling technique. Primary data were collected through questionnaires distributed to respondents and were analyzed using SPSS version 24. The analytical method applied was multiple linear regression to determine the partial and simultaneous effects of the independent variables on the dependent variable. The results showed that partially the personality variable had a positive and significant effect on employee performance with a regression coefficient of 0.323, a t-value of 2.369, and a significance level of 0.021. Work discipline also showed a positive and significant effect with a regression coefficient of 0.594, a t-value of 5.551, and a significance level of 0.000. Likewise, work motivation had a positive and significant influence on employee performance with a regression coefficient of 0.312, a t-value of 2.980, and a significance level of 0.004. Simultaneously, the test results produced an F-value of 271.632 with a significance level of 0.000. Work discipline became the most dominant factor influencing employee performance because it had the highest regression coefficient and t-value. The adjusted R^2 value of 0.928 indicated that 92.8% of the variation in employee performance could be explained by personality, work discipline, and work motivation variables. Meanwhile, the correlation coefficient (R) of 0.965 indicated a very strong relationship between the independent variables and the dependent variable.

Keywords: Personality, Work Discipline, Work Motivation, Employee Performance.

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Introduction

The port sector plays a strategic role in supporting the national logistics system and interregional trade connectivity [1]. PT Pelabuhan Indonesia Persero or Pelindo is a state owned enterprise engaged in port services and national maritime logistics [2]. This company is the result of the merger of four previous port entities, namely Pelindo I, II, III, and IV, which have officially operated as a single integrated entity since 2021 [3]. The integration aims to improve operational efficiency, strengthen the integration of port services, and create more coordinated service standards across Indonesia [3]. Through the management of major ports, container terminals, as well as cargo and passenger handling facilities, Pelindo plays an important role in supporting the smooth flow of both national and international logistics activities [1][2].

In carrying out its role as a major driving force in the maritime logistics sector, organizational success is strongly influenced by the quality of the human resources it possesses [2]. Employee performance is one of the main factors that determine the success of a company in achieving its organizational objectives [4]. Employee performance reflects the ability of individuals to carry out assigned duties and responsibilities effectively and efficiently in accordance with the standards established by the organization [5]. Optimal performance will contribute to increased productivity, operational efficiency, and service quality for port service users [6].

However, in practice the achievement of employee performance can be influenced by various internal and external factors [7]. Based on the results of preliminary observations conducted in the work environment of PT Pelabuhan Indonesia Persero, several phenomena indicate that employee performance still faces a number of challenges. In terms of work quality, variations are still found in the level of accuracy and consistency of employees work outcomes. In terms of work quantity, some employees have not fully achieved the established work targets. In addition, from the perspective of timeliness, several tasks have not been completed according to the predetermined schedule, which may affect the overall effectiveness of the work process. These conditions indicate that improving employee performance remains an important concern in the management of human resources within the company [8].

The results of these observations are also supported by a pre survey conducted with 20 employees. Based on the pre survey results on employee performance indicators, it was found that 65 percent of respondents stated that the quality of the work produced had not fully and consistently met company standards, 60 percent of respondents assessed that the target quantity of work had not been optimally achieved, and 65 percent of respondents stated that tasks were not always completed on time. In addition, 55 percent of respondents considered that the implementation of work had not fully taken cost efficiency into account, and 55 percent of respondents stated that work supervision had not been carried out optimally. These findings indicate that several aspects of performance still require attention in order to further improve employee work effectiveness.

One of the factors suspected of influencing employee performance is personality [9]. Personality relates to the psychological characteristics of individuals that influence how a person thinks, behaves, and acts in the work environment [10]. Positive personality traits can encourage effective communication, the ability to collaborate, and stable emotional control in dealing with work pressure. On the other hand, differences in individual character may influence patterns of work interaction and the effectiveness of teamwork [11].

Initial observations indicate that within the work environment there are still variations in interpersonal communication skills, self confidence, and the ability to manage emotions

when facing work pressure. This condition is also supported by the results of the pre survey which show that 60 percent of respondents stated that employees are not fully able to interact confidently in the workplace, 60 percent of respondents assessed that work accuracy and responsibility still need improvement, and 65 percent of respondents stated that employees are not fully able to control their emotions when facing work pressure. These findings indicate that personality aspects represent one of the factors that may influence employee work effectiveness.

Another factor that influences employee performance is work discipline [12]. Work discipline reflects the level of employee compliance with the rules, procedures, and job responsibilities established by the organization [13]. Good discipline will create orderly work patterns, improve time efficiency, and support the smooth operation of organizational processes [14].

Initial observations indicate that there are still several variations in the level of employee discipline, particularly related to work attendance, compliance with company regulations, and timeliness in completing tasks. The pre survey results also show that 70 percent of respondents stated that employees do not always attend work according to the established schedule, 55 percent of respondents assessed that compliance with company regulations still needs improvement, and 70 percent of respondents stated that tasks are not always completed within the predetermined time. These conditions indicate that work discipline is one of the factors that needs to receive attention in efforts to improve employee performance.

In addition to personality and work discipline, work motivation is also an important factor influencing employee performance [15]. Work motivation reflects both internal and external drives that encourage individuals to work optimally in achieving organizational goals [16]. Employees who possess high work motivation tend to demonstrate stronger work enthusiasm, show initiative, and are able to contribute optimally in completing tasks [17].

The pre survey results show that 65 percent of respondents stated that employees have not demonstrated high work enthusiasm, 65 percent of respondents assessed that the drive to achieve work targets still needs improvement, and 60 percent of respondents stated that employees are not yet accustomed to generating new ideas when solving work related problems. However, in the indicator of work responsibility some respondents showed better results, where 60 percent of respondents stated that employees demonstrate responsibility for their work outcomes. These findings indicate that work motivation remains a factor that requires attention in improving employee performance.

According to Kasmir, employee performance is influenced by various factors including ability, knowledge, personality, work motivation, leadership, work environment, and work discipline [7]. Several previous studies also indicate that personality, work discipline, and work motivation have a significant influence on employee performance [18][19][20].

Based on empirical phenomena, pre survey results, as well as the support of theory and previous research, this study becomes important to conduct in order to understand how personality, work discipline, and work motivation influence employee performance at PT Pelabuhan Indonesia Persero. The results of this study are expected to provide scientific contributions to the development of human resource management studies and to serve as a consideration for companies in improving employee performance in a sustainable manner.

Research Methodology

This study employs a quantitative approach with an associative research design. The quantitative approach is used because the data analyzed are numerical data processed

statistically to explain the relationships among research variables [21]. Associative research aims to determine the influence between independent variables and dependent variables so that causal relationships that occur can be explained [22]. The research was conducted at PT Pelabuhan Indonesia Persero located at Jalan Krakatau Ujung No. 100, Medan City, North Sumatra.

The population in this study consisted of all employees of PT Pelabuhan Indonesia Persero totaling 175 individuals. The sample size was determined using the Slovin formula with an error rate of 10 percent, resulting in a sample of 64 respondents [23].

$$n = \frac{N}{1 + N e^2} = \frac{175}{1 + 175(0,10^2)} = \frac{175}{1 + 175(0,01)} = \frac{175}{2,75} = 63,64 = 64 \text{ (rounding)}$$

The sampling technique used in this study was purposive sampling, which is a technique for determining samples based on certain criteria so that the selected respondents are in accordance with the research objectives [23]. The sample criteria used in this study include permanent employees, employees who have worked for at least one year, and employees who do not occupy managerial positions. The distribution of the sample was conducted proportionally across each division so that all work units within the organization were represented in the study.

The type of data used in this study is primary data obtained directly from respondents through the distribution of questionnaires containing statements related to the research variables. The research variables consist of three independent variables and one dependent variable.

Table 1. Reseach Variables

No	Variables	Operational Definition	Indicator	Scale
1	Personality (X ₁)	Personality refers to the integration of all individual characteristics into a unique unity that determines and is modified by individual efforts in adapting to continuously changing environments [24].	1. Extraversion 2. Agreeableness 3. Conscientiousness 4. Emotional stability [24]	Likert (1-5)
2	Work Discipline (X ₂)	Work discipline refers to the awareness and willingness of individuals to comply with all company regulations and applicable social norms [25].	1. Work attendance 2. Compliance with regulations 3. Timeliness 4. Responsibility toward tasks 5. Obedience to leadership [25]	Likert (1-5)
3	Work Motivation (X ₃)	Work motivation refers to the provision of driving forces that create enthusiasm for individuals to work so that they are willing to cooperate, work effectively, and integrate all their efforts in order to achieve satisfaction [25].	1. Drive to achieve goals 2. Work enthusiasm 3. Initiative 4. Creativity 5. Sense of responsibility [25]	Likert (1-5)
4	Employee Performance (Y)	Employee performance refers to the level of achievement of work results demonstrated through quality, quantity, and accuracy in the execution of tasks as well as responsibilities carried out within a certain period [7].	1. Quality 2. Quantity 3. Time period 4. Cost efficiency 5. Supervision 6. Relationship among employees [7]	Likert (1-5)

The measurement of variables in this study used a Likert scale with five categories of responses, namely strongly agree, agree, neutral, disagree, and strongly disagree, with scores ranging from 1 to 5 [26].

The data collection technique used in this study was a closed questionnaire method, in which respondents were asked to provide answers to each available statement based on their perceptions. Before the data were analyzed, a data quality test of the research instruments was conducted, including validity testing and reliability testing, in order to ensure that the research instruments were able to measure the variables accurately and consistently [27]. Furthermore, classical assumption tests were conducted including the normality test, multicollinearity test, and heteroscedasticity test to ensure that the regression model used met the requirements of statistical analysis [28].

Data analysis in this study used the multiple linear regression method to determine the influence of personality, work discipline, and work motivation on employee performance [20]. Hypothesis testing was conducted through partial testing using the t test to determine the influence of each independent variable on the dependent variable, as well as simultaneous testing using the F test to determine the influence of all independent variables collectively on employee performance [29]. In addition, the coefficient of determination R^2 was used to determine the extent to which the independent variables contribute to explaining variations in employee performance [30]. The entire data analysis process was carried out using SPSS version 24 software.

Results

3.1. Respondent Characteristics

Based on the results of the questionnaire distribution to 64 respondents, the majority of respondents were female, totaling 35 individuals (54.7%), while male respondents accounted for 29 individuals (45.3%). Based on age, the largest group was in the range of 41 to 45 years, consisting of 17 individuals (26.6%), followed by the age group of 36 to 40 years with 13 individuals (20.3%). In terms of education level, most respondents held a Bachelor's degree, totaling 40 individuals (62.5%). Meanwhile, the largest proportion of respondents based on years of service was in the range of 9 to 12 years, consisting of 15 individuals (23.4%). These findings indicate that the respondents were predominantly well educated employees with relatively mature work experience.

3.2. Analysis of Respondents' Answers on the Personality Variable (X_1)

The distribution of respondents' answers regarding the personality variable indicated a dominant tendency in the categories of agree and strongly agree. In statement X1.1, as many as 28 respondents (43.8%) agreed and 20 respondents (31.3%) strongly agreed that employees communicated openly. In statement X1.2, 23 respondents (35.9%) agreed and 22 respondents (34.4%) strongly agreed regarding expressing opinions with confidence. Statement X1.3 showed that 27 respondents (42.2%) strongly agreed and 23 respondents (35.9%) agreed regarding cooperative teamwork. In statement X1.5, as many as 29 respondents (45.3%) agreed and 22 respondents (34.4%) strongly agreed concerning work accuracy. Based on these findings, it could be concluded that the majority of respondents assessed employee personality within the company as good, which was reflected in openness, cooperativeness, accuracy, and the ability to control emotions while performing work tasks.

Analysis of Respondents' Answers on the Work Discipline Variable (X_2)

The distribution of respondents' answers on the work discipline variable showed a dominant tendency in the categories of agree and strongly agree. In statement X2.1, 26 respondents (40.6%) agreed and 21 respondents (32.8%) strongly agreed regarding work attendance. In statement X2.3, as many as 31 respondents (48.4%) agreed and 12 respondents (18.8%) strongly agreed regarding compliance with organizational regulations. Statement X2.4 showed that 25 respondents (39.1%) agreed and 25 respondents (39.1%) strongly

agreed regarding performing tasks according to established standards. In statement X2.6, 28 respondents (43.8%) strongly agreed and 21 respondents (32.8%) agreed regarding completing tasks on time. Based on these results, it could be concluded that the level of employee work discipline was categorized as good because most respondents demonstrated compliance with attendance, organizational regulations, punctuality, responsibility for assigned tasks, and obedience to supervisors in carrying out their work.

3.3. Analysis of Respondents' Answers on the Work Motivation Variable (X₃)

The distribution of respondents' answers on the work motivation variable showed a dominant tendency in the categories of agree and strongly agree. In statement X3.1, as many as 29 respondents (45.3%) agreed and 22 respondents (34.4%) strongly agreed regarding efforts to achieve work targets. In statement X3.3, 36 respondents (56.3%) agreed and 13 respondents (20.3%) strongly agreed regarding enthusiasm for work. Statement X3.5 indicated that 42 respondents (65.6%) agreed regarding initiative in performing work tasks. In addition, in statement X3.8, there were 27 respondents (42.2%) who agreed and 23 respondents (35.9%) who strongly agreed regarding creativity in performing work. Based on these findings, it could be concluded that employee work motivation was categorized as good because the majority of respondents demonstrated a strong drive to achieve goals, high enthusiasm for work, initiative, creativity, and a strong sense of responsibility in completing their tasks.

3.4. Analysis of Respondents' Answers on the Employee Performance Variable (Y)

The distribution of respondents' answers on the employee performance variable showed a dominant tendency in the categories of agree and strongly agree. In statement Y1, there were 30 respondents (46.9%) who agreed and 12 respondents (18.8%) who strongly agreed regarding the quality of work results. In statement Y2, as many as 32 respondents (50.0%) agreed and 19 respondents (29.7%) strongly agreed regarding work accuracy. Statement Y3 indicated that 27 respondents (42.2%) strongly agreed regarding the ability to complete work according to the required quantity. In addition, in statement Y6, 29 respondents (45.3%) strongly agreed that work was completed on time, while in statement Y7, 29 respondents (45.3%) agreed and 23 respondents (35.9%) strongly agreed regarding work concentration. Based on these results, it could be concluded that employee performance was categorized as good because most respondents demonstrated the ability to produce optimal quality and quantity of work, complete tasks on time, perform work according to established procedures, and maintain good cooperation within the work environment.

Data Quality Testing: Validity and Reliability

Table 2. Results of Validity and Reliability Testing

Personality (X ₁)		Work Discipline (X ₂)		Work Motivation (X ₃)		Employee Performance (Y)		r _{kritis}	Conclusion
Simbol	r _{hitung}	Simbol	r _{hitung}	Simbol	r _{hitung}	Simbol	r _{hitung}		
X1,1	0,771	X2,1	0,658	X3,1	0,722	Y,1	0,610	0,3	Valid
X1,2	0,652	X2,2	0,655	X3,2	0,531	Y,2	0,760	0,3	Valid
X1,3	0,868	X2,3	0,604	X3,3	0,739	Y,3	0,760	0,3	Valid
X1,4	0,670	X2,4	0,830	X3,4	0,713	Y,4	0,553	0,3	Valid
X1,5	0,591	X2,5	0,626	X3,5	0,678	Y,5	0,871	0,3	Valid
X1,6	0,743	X2,6	0,819	X3,6	0,730	Y,6	0,637	0,3	Valid
X1,7	0,727	X2,7	0,807	X3,7	0,784	Y,7	0,861	0,3	Valid
X1,8	0,718	X2,8	0,665	X3,8	0,776	Y,8	0,676	0,3	Valid
-	-	X2,9	0,750	X3,9	0,661	Y,9	0,669	0,3	Valid
-	-	X2,10	0,711	X3,10	0,810	Y,10	0,770	0,3	Valid

Personality (X ₁)		Work Discipline (X ₂)		Work Motivation (X ₃)		Employee Performance (Y)		r _{kritis}	Conclusion
Simbol	r _{hitung}	Simbol	r _{hitung}	Simbol	r _{hitung}	Simbol	r _{hitung}		
-	-	-	-	-	-	Y,11	0,648	0,3	Valid
-	-	-	-	-	-	Y,12	0,757	0,3	Valid
Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Conclusion	
0,912		0,924		0,924		0,934		Reliable	

The results of the validity test indicated that all statement items in each variable had a calculated correlation value greater than the critical correlation value of 0.30. This result indicated that each statement item was able to represent the measured construct accurately, so all research instruments were declared valid and appropriate for use in the data collection process [29].

The reliability test results showed that the Cronbach's Alpha values for all variables were above 0.70. This value reflected a good level of internal consistency, indicating that the research instruments were reliable and could be trusted to measure the research variables consistently [12].

4.1. Classical Assumption Testing: Normality, Multicollinearity, and Heteroscedasticity

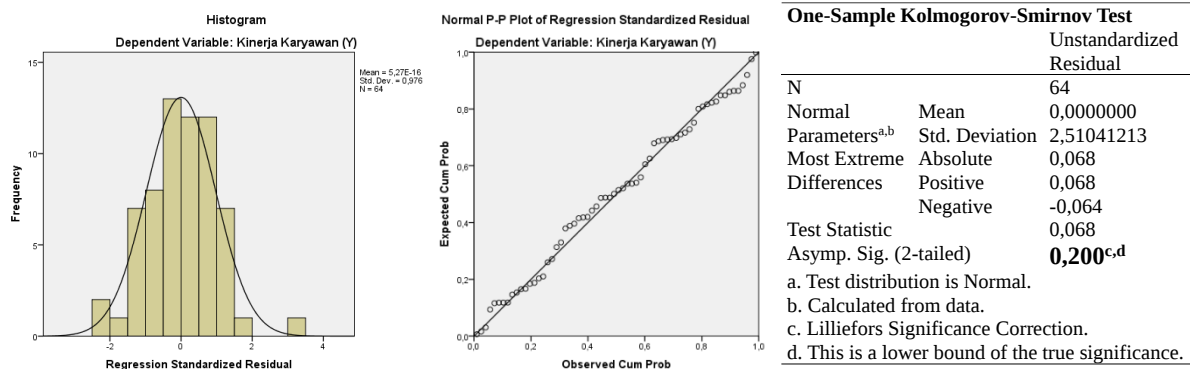


Figure 1. Normality Test Using Histogram Graph, Normal P P Plot, and Kolmogorov Smirnov Test

Based on the normality test using the histogram graph, the distribution of residuals formed a pattern resembling a bell shaped curve. The mean residual value that was close to zero and the relatively small standard deviation indicated that the data were distributed evenly around the mean value. This condition indicated that the normality assumption in the regression model had been fulfilled [15].

These findings were also supported by the Normal P P Plot graph, where 64 observation points were located around the diagonal line and followed the direction of the line. This distribution pattern indicated that the residuals were normally distributed and did not show significant deviations [9].

In addition, the results of the Kolmogorov Smirnov test showed a significance value greater than 0.05. This value indicated that the research data were normally distributed and therefore satisfied one of the important assumptions in regression analysis [23].

Table 3. Results of Multicollinearity Test and Glejser Test

Coefficients ^a

<i>Model</i>	<i>Collinearity Statistics</i>		<i>Sig.</i>	<i>Conclusion</i>
	<i>Tolerance</i>	<i>VIF</i>		
1 (Constant)			0,244	There was no multicollinearity problem and no indication of heteroscedasticity
Personality (X ₁)	0,124	8,047	0,549	
Work Discipline (X ₂)	0,132	7,597	0,762	
Work Motivation (X ₃)	0,162	6,170	0,546	
a. <i>Dependent Variable: Employee Performance (Y)</i>			a. <i>Dependent Variable: Absolute_Residual</i>	

The results of the multicollinearity test showed that all independent variables had tolerance values greater than 0.10 and Variance Inflation Factor values smaller than 10. This condition indicated that there was no high correlation among the independent variables, so the regression model used in this study did not experience multicollinearity problems [12].

The results of the Glejser test indicated that the significance values of each independent variable were above 0.05. These findings indicated that there was no indication of heteroscedasticity in the regression model used in this research [15].

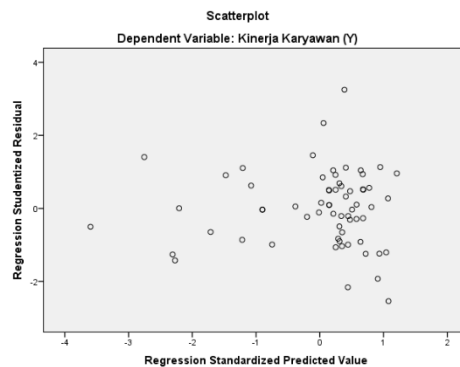


Figure 2. Heteroscedasticity Test Using Scatterplot Graph

These results were also supported by the scatterplot graph, which showed that the 64 residual points were randomly distributed and did not form any particular pattern. This random distribution indicated that the residual variance was constant, so the regression model fulfilled the homoscedasticity assumption and indicated the existence of a linear relationship among variables in the research model [29].

Table 4. Multiple Linear Regression Analysis and Partial t Test

Model	Coefficients ^a			t _{hitung}	t _{tabel}	Sig.	Rules	Conclusion of Influence
	Unstandardized Coefficients	Std. Error	Standardized Coefficients					
	B		Beta					
1 (Constant)	1,487	1,655		0,898		0,373	Sig < 0,05 & t _{hitung} > t _{tabel}	Positive and Significant
Personality (X ₁)	0,323	0,136	0,227	2,369	2,000	0,021		
Work Discipline (X ₂)	0,594	0,107	0,517	5,551	2,000	0,000		
Work Motivation (X ₃)	0,312	0,105	0,250	2,980	2,000	0,004		
a. Dependent Variable: Employee Performance (Y)								

4.2. Multiple Linear Regression Analysis

Based on the results of the multiple linear regression analysis in Table 5, the regression equation obtained was as follows [18]:

$$Y = 1,487 + 0,323X_1 + 0,594X_2 + 0,312X_3$$

The equation shows the relationship between the variables Personality (X1), Work Discipline (X2), and Work Motivation (X3) on Employee Performance (Y). The constant value of 1.487 indicates that if the variables personality, work discipline, and work motivation are assumed to have a value of zero or do not experience any change, the value of employee performance remains at 1.487. This constant illustrates that even without the influence of the three variables, there are still other factors outside the research model that may influence employee performance [19].

The regression coefficient of personality (X1) of 0.323 indicates that every increase of one unit in personality increases employee performance by 0.323, assuming other variables remain constant. The positive coefficient value indicates a direct relationship, meaning that the better the employee personality such as attitude, responsibility, and interpersonal ability, the higher the employee performance will be [31]. This may occur because good personality encourages employees to work more professionally, adapt to the work environment, and establish effective cooperation [32].

The regression coefficient of work discipline (X2) of 0.594 indicates that every one unit increase in work discipline increases employee performance by 0.594. This positive relationship indicates that the higher the level of employee work discipline such as compliance with rules, punctuality, and responsibility for assigned tasks, the better the resulting performance will be [33]. High work discipline enables tasks to be completed in a more organized, efficient manner and in accordance with the standards established by the organization [34].

The regression coefficient of work motivation (X3) of 0.312 indicates that every one unit increase in work motivation increases employee performance by 0.312. The positive direction of influence indicates that the higher the internal and external motivation possessed by employees, the higher the level of performance achieved [35]. Work motivation increases enthusiasm, commitment, and the willingness of employees to achieve predetermined work targets [36].

Based on the regression coefficient value and the highest beta value of 0.517 in the work discipline variable, it can be identified that work discipline is the most dominant variable influencing employee performance [15]. This finding indicates that within the organizational environment, discipline such as compliance with regulations, consistency in performing tasks, and responsibility for work assignments becomes the main factor determining the level of employee performance. The more disciplined employees are in carrying out their duties, the more optimal the performance achieved will be [15].

4.3. Partial t Test

The t test was conducted to determine the partial influence of each independent variable on the dependent variable. The t table value of 2.000 was obtained from the t distribution table with a significance level of $\alpha = 0.05$ and a degree of freedom $df = n - k = 64 - 4 = 60$, where n represents the number of samples and k represents the number of variables in the study [12].

The test results showed that the personality variable (X1) had a calculated t value of 2.369, which was greater than the t table value of 2.000, with a significance value of $0.021 < 0.05$. This indicates that personality had a positive and significant effect on employee performance [37]. This means that the better the personality possessed by employees, the higher the performance produced.

The work discipline variable (X2) had a calculated t value of 5.551, which was also greater than the t table value of 2.000, with a significance value of $0.000 < 0.05$. These results

indicate that work discipline had a positive and significant effect on employee performance [38]. A significant influence means that changes in work discipline substantially increase employee performance.

Furthermore, the work motivation variable (X3) had a calculated t value of 2.980, which was greater than the t table value of 2.000, with a significance value of $0.004 < 0.05$. This indicates that work motivation also had a positive and significant influence on employee performance [39]. Thus, the higher the motivation possessed by employees in performing their work, the higher the level of performance achieved within the organization.

Tabel 5. Results of the Simultaneous F Test and Determination Test

Model	df	ANOVA ^a				Conclusion	Model Summary ^b	
		<i>F</i> _{hitung}	<i>F</i> _{tabel}	Sig	Syarat Sig.		R	Adjusted R Square
1 Regression	3							
Residual	60	271,632	2,758	0,000	< 0,05	Significant	0,965 ^a	0,928
Total	63							

a. *Dependent Variable:* Employee Performance (Y)
b. *Predictors:* (Constant), Personality (X₁), Work Discipline (X₂), Work Motivation (X₃)

4.4. Simultaneous F Test

The F test was conducted to determine whether the independent variables simultaneously influenced the dependent variable. The F table value of 2.758 was obtained from the F distribution table at a significance level of $\alpha = 0.05$, with $df_1 = k - 1$ ($4 - 1 = 3$) and $df_2 = n - k$ ($64 - 4 = 60$) [9].

The analysis results indicated that the calculated F value of 271.632 was greater than the F table value of 2.758, with a significance value of $0.000 < 0.05$. This means that the variables personality, work discipline, and work motivation simultaneously had a significant influence on employee performance, so improvements in these three variables together increase employee performance [15].

4.5. Coefficient of Determination Test

The Adjusted R Square value of 0.928 indicates that 92.8 percent of the variation in employee performance can be explained by the variables personality, work discipline, and work motivation, while the remaining 7.2 percent is influenced by other factors outside the research model [27]. The R value of 0.965 indicates a very strong relationship between the independent variables and the dependent variable [28].

Discussion

5.5. The Influence of Personality on Employee Performance

The results of the multiple linear regression analysis and the partial t test showed that the personality variable partially had a positive and significant influence on employee performance at PT Pelabuhan Indonesia (Persero). These findings indicate that the better the personality characteristics possessed by employees, the higher the level of performance produced [10]. The personality referred to includes attitudes of responsibility, discipline, ability to cooperate, and commitment in carrying out tasks. In the port working environment which has a high level of operational activity, positive personality characteristics are highly required so that every employee can perform their duties effectively, maintain occupational safety, and ensure the smooth flow of logistics and port services.

This influence occurs because port company operations require good coordination, accuracy, and the ability to work under time pressure. Employees who possess disciplined and responsible personality characteristics tend to be more capable of following work

procedures, complying with operational standards, and maintaining service quality for port service users. In addition, proactive attitudes and adaptability also help employees deal with work dynamics involving various parties such as ship operators, logistics companies, and government institutions. Therefore, good personality encourages the creation of productive work behavior that is oriented toward results.

To improve employee performance through personality aspects, the company has implemented various human resource development efforts. One of the measures implemented is through competency training programs, development of work culture, and the implementation of corporate values that emphasize integrity, professionalism, and teamwork. The company also implements a performance evaluation system that encourages employees to demonstrate positive and responsible work attitudes. Through these policies, the company seeks to develop employee character that aligns with the operational demands of port activities, thereby improving work effectiveness and supporting the achievement of overall organizational performance.

The results of this study are consistent with the opinion expressed by Kasmir, who explained that there are many factors influencing employee performance in terms of both results and work behavior, one of which is personality [7]. The results of this study are also supported by several previous studies which prove that personality has a positive and significant influence on employee performance [10][11][32][32]. These findings indicate that the better the employee personality, the higher the employee performance will be [37].

5.2. The Influence of Work Discipline on Employee Performance

The results of the multiple linear regression analysis and the partial t test indicate that work discipline partially has a positive and significant influence on employee performance at PT Pelabuhan Indonesia (Persero). These findings indicate that the higher the level of discipline possessed by employees, the better the resulting performance [38]. Work discipline is reflected in compliance with company regulations, punctuality in completing tasks, and consistency in carrying out job responsibilities. In a port operational environment characterized by high activity and involving various parties, work discipline becomes an important factor in ensuring that all service processes operate in an orderly, safe, and efficient manner.

This influence may occur because port operational activities are highly dependent on time coordination and compliance with work procedures. Cargo loading and unloading processes, ship traffic management, and logistics operations require punctuality and adherence to established operational standards. Employees who possess high work discipline tend to be more capable of performing tasks systematically, minimizing work errors, and maintaining the smooth operation of port activities. In addition, discipline also increases individual responsibility in completing work according to the targets established by the company.

To improve work discipline that contributes to employee performance, the company has implemented various human resource management policies. The company applies a structured work supervision system, clear operational standard procedures, and a performance evaluation system conducted periodically. In addition, the company also provides employee development through training programs and the strengthening of work culture that emphasizes professionalism, responsibility, and compliance with organizational regulations. Through the implementation of these policies, the company seeks to create an orderly and productive work environment that improves the quality of employee performance and supports the achievement of organizational objectives in an optimal manner.

The results of this study are consistent with the opinion expressed by Kasmir, who explained that many factors influence employee performance in terms of both work results and work behavior, one of which is work discipline [7]. The results of this study are also supported by several previous studies indicating that work discipline has a positive and significant influence on employee performance [13][14][33][34]. These findings indicate that the better the employee work discipline, the higher the employee performance will be [38].

5.3. The Influence of Work Motivation on Employee Performance

The results of the multiple linear regression analysis and the partial t test indicate that work motivation partially has a positive and significant influence on employee performance at PT Pelabuhan Indonesia (Persero). These findings indicate that the higher the level of work motivation possessed by employees, the better the resulting performance [39]. Work motivation functions as an internal driving force that influences employee enthusiasm, commitment, and seriousness in carrying out tasks that constitute their responsibilities. In the operational activities of companies engaged in port services, work motivation becomes an important factor because work activities require accuracy, speed, and effective coordination in providing services to port service users.

This influence occurs because employees who possess high work motivation tend to demonstrate greater enthusiasm in completing tasks, strive to achieve established targets, and show initiative in improving the quality of work results. In a port work environment characterized by high activity and oriented toward logistics services and maritime transportation, work motivation can increase productivity while maintaining service quality for customers. Motivated employees are also more capable of cooperating within teams, maintaining effective work communication, and demonstrating commitment in supporting the smooth operation of the company.

To enhance employee work motivation that contributes to improved performance, the company has implemented several human resource management policies. The company provides recognition and reward systems for good performance, career development opportunities, and training programs to improve employee competencies. In addition, the company also seeks to create a conducive work environment through the strengthening of organizational culture that emphasizes professionalism, collaboration, and performance orientation. Through these various initiatives, the company seeks to encourage employee enthusiasm so that productivity increases and organizational objectives can be achieved sustainably.

The results of this study are consistent with the opinion expressed by Kasmir, who explained that many factors influence employee performance in terms of both work results and work behavior, one of which is work motivation [7]. The findings of this study are also supported by several previous studies demonstrating that work motivation has a positive and significant influence on employee performance [16][17][35][36]. These findings indicate that the better the employee work motivation, the higher the employee performance will be [39].

5.4. The Simultaneous Influence of Personality, Work Discipline, and Work Motivation on Employee Performance

The results of the multiple linear regression analysis and the F test indicate that personality, work discipline, and work motivation simultaneously have a positive and significant influence on employee performance at PT Pelabuhan Indonesia (Persero). These findings indicate that improvements in employee performance are not influenced by a single factor alone, but rather represent the result of a combination of several aspects of employee work behavior and attitudes [18]. In organizations engaged in port services, employee performance is strongly influenced by the ability of individuals to manage personality,

maintain work discipline, and possess strong motivation in completing tasks that constitute their responsibilities.

This simultaneous influence may occur because the operational activities of the company have a high level of complexity and involve coordination among many parties in the logistics service and maritime transportation process. Good personality encourages employees to demonstrate professional attitudes, cooperate effectively, and take responsibility for their work [11]. Work discipline ensures that every operational activity is performed in accordance with established procedures and schedules [14]. Meanwhile, work motivation provides psychological encouragement for employees to work more optimally and strive to achieve the targets determined by the company [17].

In practice, the company has implemented various policies aimed at strengthening these three factors simultaneously. The company actively conducts human resource development through training programs, competency improvement, and the development of work character that emphasizes integrity and professionalism. In addition, the company also applies a clear performance management system, including periodic performance evaluation, recognition for high performing employees, and the implementation of strict operational standard procedures to maintain the quality of port services.

Another effort undertaken by the company is the creation of a conducive work environment that encourages a performance oriented work culture. Through strengthening organizational culture, the company seeks to instill values of responsibility, discipline, and teamwork in every operational activity. Through the integration of positive personality development, strong work discipline implementation, and increased work motivation, the company is able to improve employee work effectiveness so that organizational performance can develop optimally [15].

These findings support the opinion expressed by Kasmir, who explained that many factors influence employee performance in terms of both work results and work behavior, including ability and expertise, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline [7]. The results of this study are also consistent with previous research findings demonstrating that personality, work discipline, and work motivation simultaneously have a positive and significant influence on employee performance [18][19][20].

Work discipline becomes the most dominant variable influencing employee performance because port operational activities are highly dependent on punctuality, compliance with procedures, and structured work coordination. In companies such as PT Pelabuhan Indonesia (Persero), activities such as cargo loading and unloading, ship traffic management, and logistics services must be conducted according to established schedules and operational standards. If employees do not possess strong work discipline, operational processes may experience delays and potentially cause losses [40]. Therefore, the company implements a work supervision system, strict attendance regulations, and structured performance evaluations to ensure that every employee works in an orderly manner and in accordance with established procedures. These conditions cause work discipline to have a greater influence on performance improvement compared with personality and work motivation [15].

Conclusion

Based on the research results, it can be concluded that personality, work discipline, and work motivation have positive and significant influences on employee performance at PT Pelabuhan Indonesia (Persero). Partially, these three variables have been proven to improve

employee performance, with work discipline being the most dominant factor. This indicates that compliance with regulations, punctuality, and consistency in carrying out tasks constitute the main factors supporting work effectiveness in the company operational environment. Simultaneously, the combination of these three variables is able to explain most of the variation in employee performance, thereby playing an important role in improving company productivity and service quality.

The company is recommended to continuously strengthen the implementation of work discipline through consistent supervision, the application of clear operational standard procedures, and an objective performance evaluation system. In addition, the company needs to develop training programs that focus on building professional personality characteristics such as responsibility, teamwork, and work integrity. Improvements in work motivation can also be achieved through performance based rewards, career development opportunities, and the creation of a work environment that supports productivity. Through these measures, employees are expected to perform more optimally so that both individual and organizational performance at PT Pelabuhan Indonesia (Persero) can continue to improve sustainably.

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