

Analysis of Transformational Leadership, Personality, and Work Commitment on Employee Performance at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch

Imam Munandar, Rindi Andika, Soulthan Saladin Batubara

Abstract

This research was conducted with the objective of examining in depth the effect of transformational leadership, personality, and work commitment on employee performance at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch. The research employed a quantitative approach with an associative research design, focusing on testing the relationships and effects among variables. The population of this study consisted of 207 employees, while the sample was determined using the Slovin formula, resulting in 68 permanent employees selected as respondents. The sampling technique applied was purposive sampling, based on specific criteria established by the researcher. Primary data were collected through the distribution of questionnaires to respondents, and the collected data were then processed and analyzed using SPSS version 26. The analytical method used was multiple linear regression, which aimed to determine the influence of transformational leadership, personality, and work commitment as independent variables on employee performance as the dependent variable. The results of the analysis indicated that the three independent variables, both individually and simultaneously, had a positive and significant effect on employee performance. Transformational leadership showed a regression coefficient of 0.401 with a t-value of 3.647 and a significance level of 0.001. The personality variable had a regression coefficient of 0.464, a t-value of 3.629, and a significance value of 0.001. Meanwhile, work commitment had a regression coefficient of 0.564 with a t-value of 4.543 and a significance value of 0.000. Simultaneously, the test results showed an F-value of 173.499 with a significance value of 0.000. Work commitment was identified as the most dominant variable influencing employee performance because it had the highest regression coefficient and t-value. The coefficient of determination (adjusted R^2) of 0.885 indicated that 88.5% of the variation in employee performance could be explained by the three variables, while the remaining percentage was influenced by other factors outside the research model. The relationship between the independent variables and the dependent variable was also classified as very strong, as indicated by a correlation coefficient (R) of 0.944.

Keywords: Transformational Leadership, Personality, Work Commitment, Employee Performance

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Introduction

PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch is one of the strategic units within the national port network that plays an essential role in supporting the smooth flow of logistics and trade activities, particularly in the eastern coastal region of North Sumatra Province [1]. As a multipurpose port integrated with industrial areas and a strategic hinterland, this branch serves various port activities, including liquid bulk, dry bulk, and container handling operations [1]. The availability of modern infrastructure and the utilization of information technology in service systems serve as key assets in enhancing operational efficiency and corporate competitiveness [1]. In this regard, the quality of human resources, especially operational and administrative employees, plays a critical role in ensuring the continuity and effectiveness of port service operations.

Employee performance is a key factor that determines organizational success in achieving both operational and strategic objectives [2]. Optimal performance is reflected in employees' ability to produce high-quality work, achieve productivity targets, complete tasks in a timely manner, and comply with procedures while using budgets efficiently [3]. In addition, the ability to collaborate and coordinate among employees is an important aspect in creating work synergy that supports smooth port operations. High employee performance not only enhances productivity but also contributes to a positive corporate image as a professional and reliable port service provider.

Conceptually, Kasmir explains that performance refers to work outcomes and individual behavior in completing assigned duties and responsibilities within a specific period [4]. Employee performance is influenced by various factors, both individual and organizational in nature. Several important factors affecting performance include leadership, personality, and work commitment [4][5]. Empirical findings presented by Pradana and Andriyani indicate that transformational leadership, personality, and work commitment simultaneously have a positive and significant effect on employee performance [5]. This suggests that improving the quality of these three factors has the potential to promote sustainable performance enhancement.

Based on initial observations and a preliminary survey conducted at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch, indications were found that employee performance still faces several challenges across key indicators. In terms of work quality and quantity, some employees have not fully met the standards and targets set by the company. In addition, task completion timeliness and operational budget efficiency still require attention. Although supervision and working relationships tend to show relatively better conditions, the preliminary survey indicates that overall performance improvement remains necessary to align with the dynamic and competitive operational demands of port activities.

One factor presumed to influence these conditions is transformational leadership [6]. Transformational leadership is expected to provide role modeling, inspiration, intellectual stimulation, and individual consideration for employees. However, preliminary survey results indicate that the role of leaders in internalizing organizational values, communicating motivating visions, encouraging creativity, and understanding individual employee needs has not been fully perceived as optimal. This condition may affect employees' motivation levels and trust in organizational direction, which in turn influences work enthusiasm and performance outcomes.

In addition to leadership, employee personality is also an important factor in determining work effectiveness [7]. Personality reflects patterns of behavior, attitudes, and individual responses in interacting with the work environment. Preliminary survey findings indicate that in certain personality dimensions, such as conscientiousness and emotional

stability, there is still room for improvement. Low levels of carefulness at work and limited emotional control may affect work quality and teamwork, particularly in a port environment that demands accuracy and readiness to handle operational pressure.

Another equally important factor is employee work commitment [8]. Work commitment reflects the level of employee involvement, sense of belonging, and loyalty to the organization. Preliminary survey results indicate that active job involvement, pride in organizational values, job satisfaction, and intrinsic motivation still need to be strengthened. Suboptimal work commitment may reduce employee morale and participation in achieving organizational targets.

If issues related to transformational leadership, personality, and work commitment are not managed in a sustainable manner, these conditions may affect employee performance and overall operational effectiveness [5]. Therefore, this study is relevant to analyze the influence of transformational leadership, personality, and work commitment on employee performance at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch. The results of this study are expected to contribute academically and serve as practical considerations for management in efforts to develop human resources and improve organizational performance.

The research problem formulated in this study is whether transformational leadership, personality, and work commitment, both partially and simultaneously, have a positive and significant effect on the performance of employees at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch.

Literature Review

2.1 Employee Performance

Kasmir explains that employee performance is the level of achievement of work outcomes demonstrated through quality, quantity, and accuracy in carrying out assigned duties and responsibilities within a specific period [4]. Kasmir also states that many factors influence employee performance in terms of both outcomes and work behavior, including ability and skills, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline [5]. Furthermore, Kasmir explains that employee performance can be measured using six main indicators, namely quality, quantity, time, cost efficiency, supervision, and relationships among employees [6].

2.2 Transformational Leadership

Hariyanti explains that transformational leadership is a leadership style in which leaders motivate their subordinates to perform beyond initial expectations by enhancing the perceived importance of subordinates and the value of their work [9]. Transformational leadership can be measured through several indicators, including idealized influence, inspirational leadership, intellectual stimulation, and individual consideration [9].

2.3 Personality

Waluyo states that personality is the integration of all individual characteristics into a unique unity that determines and is modified by individual efforts to adapt to a continuously changing environment [10]. Personality can be measured using several indicators, namely extraversion, agreeableness, conscientiousness, and emotional stability [10].

2.4 Work Commitment

Rivai explains that work commitment is a condition in which employees align themselves with a particular organization and its vision and mission, as well as possess a strong determination to remain as members of the organization [11]. Several indicators that

can be used to measure work commitment include job involvement, identification with work, job satisfaction, and intrinsic motivation [11].

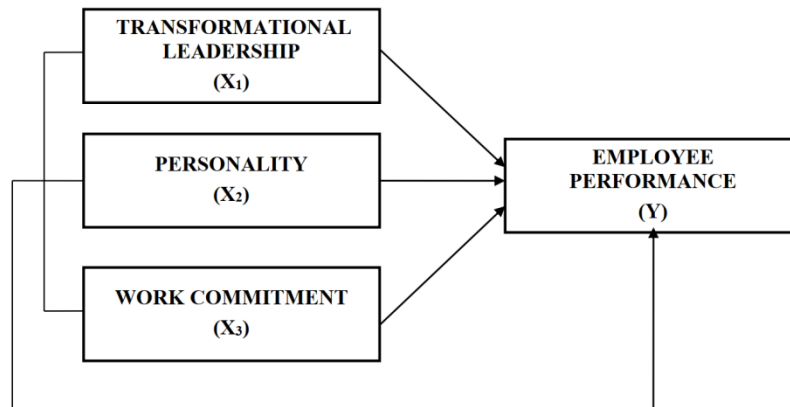


Figure 1. Research Conceptual Framework

The hypothesis proposed in this study is that transformational leadership, personality, and work commitment simultaneously have a positive and significant effect on employee performance at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch.

Research Methodology

This study employs an associative–quantitative approach aimed at analyzing the influence of transformational leadership, personality, and work commitment on employee performance, both partially and simultaneously [12]. This approach was selected because it allows for objective testing of relationships among variables through numerical data and inferential statistical analysis [13]. Research data were collected using a closed-ended questionnaire developed based on the indicators of each variable and measured using a five-point Likert scale [14].

The research was conducted at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch, Batu Bara Regency, North Sumatra Province. The research population consisted of all permanent employees totaling 207 individuals. The determination of sample size was carried out using the Slovin formula with an error tolerance of ten percent, resulting in a sample of 68 respondents [15]. The sampling technique applied was purposive sampling with criteria including permanent employee status, a minimum tenure of one year, and not holding a leadership position [15].

The type of data used comprised primary data and secondary data. Primary data were obtained through the distribution of questionnaires to respondents, while secondary data were derived from relevant company documentation, such as organizational profiles and other supporting information [16]. The independent variables in this study included transformational leadership (X1), personality (X2), and work commitment (X3), while the dependent variable was employee performance (Y).

Data analysis was conducted using multiple linear regression with the assistance of statistical software. Prior to hypothesis testing, data quality tests were performed, including validity and reliability tests, as well as classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests [17]. Hypothesis testing was carried out using the t-test to examine partial effects, the F-test to assess simultaneous effects, and the coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable [18].

Results

4.1 Respondent Characteristics and Analysis of Response Distribution

Based on the distribution of questionnaires to 68 respondents, the majority were female, accounting for 55.9 percent, indicating the dominance of female workers within the studied work unit. In terms of age, respondents were predominantly within the productive age group of thirty-six to forty-five years, representing 51.4 percent, reflecting maturity in experience and work stability. The educational background of respondents was relatively high, with 76.5 percent holding a bachelor's degree and 10.3 percent holding a master's degree, thereby supporting intellectual capacity in task execution. Length of service was dominated by employees with thirteen to sixteen years of experience, accounting for 26.5 percent, indicating loyalty and strong organizational understanding. Based on marital status, most respondents were married, accounting for 92.6 percent. Overall, respondent characteristics indicate relatively mature, experienced, and well-educated human resources, making them appropriate subjects for performance analysis.

Based on the questionnaire results related to the transformational leadership variable, the majority of respondents expressed agreement and strong agreement with all measured indicators, including idealized influence, inspirational leadership, intellectual stimulation, and individualized consideration. This finding indicates that leaders are perceived as having a clear vision, being able to inspire subordinates, providing opportunities for idea development, and paying attention to employee needs and development. Nevertheless, a small number of respondents provided neutral to disagree responses, indicating differences in individual perceptions. Overall, these results suggest that transformational leadership has been implemented effectively and has the potential to support improvements in employee performance.

Regarding the personality variable, most respondents expressed agreement and strong agreement across all indicators, including extraversion, agreeableness, conscientiousness, and emotional stability. These findings indicate that employees possess good social interaction skills, demonstrate friendliness, carry out responsibilities effectively, and are capable of controlling emotions within the work environment. Although a small portion of respondents provided neutral to disagree responses, such differences in perception did not dominate the overall results. Thus, employee personality can be categorized as good and supportive of optimal performance.

Based on responses related to the work commitment variable, the majority of respondents expressed agreement and strong agreement with all indicators encompassing job involvement, identification with work, job satisfaction, and intrinsic motivation. This indicates that employees are actively involved in achieving organizational goals, feel proud of their work, are satisfied with the work environment and responsibilities, and are driven by internal motivation. Although a small number of respondents provided neutral to disagree responses, this did not affect the general trend of the findings. Therefore, the level of employee work commitment can be classified as high and supportive of organizational performance improvement.

For the employee performance variable, most respondents expressed agreement and strong agreement across all indicators, including quality, quantity, timeliness, cost efficiency, supervision, and interpersonal relationships. These findings indicate that employees are capable of producing high-quality work, achieving work targets, completing tasks on time, and utilizing resources efficiently. In addition, employees are perceived as complying with supervisory directives and maintaining harmonious working relationships with colleagues. Although a small number of respondents provided neutral to disagree responses, the overall

results indicate that employee performance is at a good level and supports the achievement of organizational objectives.

4.2 Data Quality Testing (Validity and Reliability)

Table 1. Results of Validity and Reliability Tests

Transformational Leadership (X ₁)			Personality (X ₂)			Work Commitment (X ₃)			Employee Performance (Y)		
Simbol	r _{hitung}	Cronbach's Alpha	Simbol	r _{hitung}	Cronbach's Alpha	Simbol	r _{hitung}	Cronbach's Alpha	Simbol	r _{hitung}	Cronbach's Alpha
X _{1,1}	0,645	0,885	X _{2,1}	0,616	0,889	X _{3,1}	0,528	0,891	Y ₁	0,541	0,903
X _{1,2}	0,754	0,874	X _{2,2}	0,584	0,892	X _{3,2}	0,636	0,882	Y ₂	0,498	0,906
X _{1,3}	0,660	0,883	X _{2,3}	0,557	0,896	X _{3,3}	0,699	0,876	Y ₃	0,569	0,902
X _{1,4}	0,724	0,877	X _{2,4}	0,704	0,881	X _{3,4}	0,673	0,878	Y ₄	0,639	0,899
X _{1,5}	0,720	0,879	X _{2,5}	0,813	0,870	X _{3,5}	0,727	0,874	Y ₅	0,744	0,894
X _{1,6}	0,650	0,884	X _{2,6}	0,790	0,873	X _{3,6}	0,777	0,868	Y ₆	0,521	0,904
X _{1,7}	0,650	0,884	X _{2,7}	0,817	0,870	X _{3,7}	0,549	0,893	Y ₇	0,737	0,894
X _{1,8}	0,619	0,888	X _{2,8}	0,565	0,893	X _{3,8}	0,809	0,866	Y ₈	0,767	0,893
-	-	-	-	-	-	-	-	-	Y ₉	0,605	0,900
-	-	-	-	-	-	-	-	-	Y ₁₀	0,719	0,895
-	-	-	-	-	-	-	-	-	Y ₁₁	0,629	0,899
-	-	-	-	-	-	-	-	-	Y ₁₂	0,671	0,897

The calculated correlation coefficients and Cronbach's Alpha values for each questionnaire item across all variables indicate that the data are valid and reliable. This is evidenced by the calculated correlation values exceeding 0.30 and Cronbach's Alpha values exceeding 0.70 [15][18].

4.3 Classical Assumption Tests (Normality, Multicollinearity, and Heteroscedasticity)

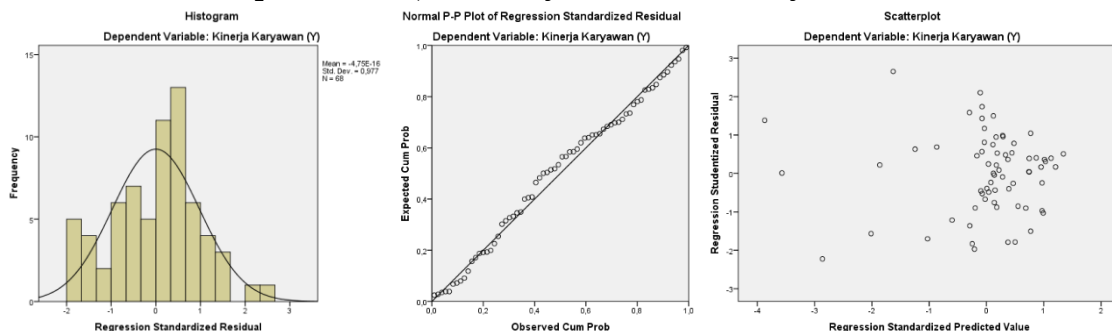


Figure 2. Histogram, P-P Plot, and Scatterplot Graphs

Based on the results of the normality test using a histogram graph, the data distribution forms a bell-shaped pattern with data concentration in the central area and the peak of the graph located around zero. The graph does not show skewness to the left or right, indicating that the residuals are normally distributed. Thus, visually, the research data have fulfilled the normality assumption [14].

The normality test is further supported by the P-P Plot graph, which shows that all sixty-eight data points of the employee performance variable (Y) are distributed around and follow the direction of the diagonal line. The conformity of data points to the diagonal line indicates that the data distribution approximates a normal distribution, thereby satisfying the normality assumption in the multiple linear regression model [17].

Meanwhile, the results of the heteroscedasticity test using a scatterplot show that the residual points are randomly distributed above and below the zero line. No specific pattern is observed, such as clustering, waves, or narrowing. This condition indicates that the residual

variance is constant, meaning the regression model does not experience heteroscedasticity problems [16].

Table 2. Multicollinearity Test Results

Coefficients ^a					
Model	Collinearity Statistics				Kesimpulan
	Tolerance	VIF	Sig.	Syarat	
1 (Constant)			0,000		
Transformational Leadership (X ₁)	0,256	3,906	0,128	Tolerance > 0,10	Tidak Ada Masalah
Personality (X ₂)	0,214	4,684	0,867	VIF > 10,	Multikolinearitas dan
Work Commitment (X ₃)	0,248	4,033	0,715	Sig. > 0,05	Heteroskedastisitas
a. Dependent Variable: Employee Performance (Y) a. Dependent Variable: ABSOLUTE_RESIDUAL					

a. Dependent Variable: Employee Performance (Y) a. Dependent Variable: ABSOLUTE_RESIDUAL

Based on the multicollinearity test, all independent variables have tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values less than 10. These results indicate that there are no multicollinearity issues among the independent variables, meaning there is no correlation or similarity of data between the independent variables [3].

The Glejser test shows that all significance values of the variables are greater than 0.05, indicating that coworkers, rewards, and the work environment do not exhibit heteroscedasticity. Therefore, the regression model is suitable for use in this study [15].

Table 3. Multiple Linear Regression Analysis and Partial t-Test

Model	Coefficients ^a			ANOVA ^a			
	Unstandardized Coefficients		Standardized Coefficients	t _{hitung}	Sig.	Uji F	
	B	Std. Error	Beta			F _{hitung}	Sig.
1 (Constant)	1,896	2,079		0,912	0,365		
Transformational Leadership (X ₁)	0,401	0,110	0,298	3,647	0,001	173,499	0,000 ^b
Personality (X ₂)	0,464	0,128	0,325	3,629	0,001		
Work Commitment (X ₃)	0,564	0,124	0,377	4,543	0,000		

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Transformational Leadership (X₁), Personality (X₂), Work Commitment (X₃)

Based on the results of multiple linear regression analysis, the following regression equation is obtained [18]:

$$Y = 1.896 + 0.401X_1 + 0.464X_2 + 0.564X_3 + e.$$

The constant value of 1.896 indicates that when transformational leadership, personality, and work commitment are held constant or assumed not to change, employee performance still has a baseline value influenced by factors outside the research model.

The transformational leadership variable (X₁) has a regression coefficient of 0.401, indicating a positive effect on employee performance. This means that improvements in the quality of transformational leadership will lead to a measurable increase in employee performance [19].

The personality variable (X₂) has a regression coefficient of 0.464, indicating a positive effect on employee performance. This suggests that better personality characteristics contribute to improved employee performance [20].

The work commitment variable (X₃) has a regression coefficient of 0.564, indicating a positive effect on employee performance. This shows that higher organizational commitment leads to higher employee performance [21].

Overall, the three independent variables have a positive effect on employee performance, with work commitment emerging as the most dominant variable influencing employee performance. This is reflected in its highest regression coefficient and standardized beta value, making it the primary factor in performance improvement [15].

The determination of the critical t-value in the regression analysis was conducted using degrees of freedom (df) of $n - k$, calculated as $68 - 4 = 64$. Using the TINV(0.05; 64) function in Microsoft Excel, the critical t-value obtained was 1.998 [18]. The t-test results show that the transformational leadership variable (X1) has a calculated t-value of 3.647, which is greater than the critical t-value of 1.998, with a significance level of 0.001, which is less than 0.05. This indicates that transformational leadership has a significant partial effect on employee performance, thereby supporting and accepting the hypothesis [22].

The personality variable (X2) has a calculated t-value of 3.629, which is greater than the critical t-value of 1.998, with a significance level of 0.001, which is less than 0.05. This indicates that personality has a significant partial effect on employee performance, and the corresponding hypothesis is accepted [23].

The work commitment variable (X3) has a calculated t-value of 4.543, which is greater than the critical t-value of 1.998, with a significance level of 0.000, which is less than 0.05. This indicates that work commitment has a significant partial effect on employee performance, and the related hypothesis is accepted [24].

Simultaneous testing was conducted using the F-test with degrees of freedom $df_1 = 3$ and $df_2 = 64$. Using the FINV(0.05; 3; 64) function in Microsoft Excel, the critical F-value obtained was 2.748 [15]. The F-test results show a calculated F-value of 173.499, which is greater than the critical F-value of 2.748, with a significance level of 0.000, which is less than 0.05. This indicates that transformational leadership, personality, and work commitment simultaneously have a significant effect on employee performance, thereby supporting and accepting the proposed hypothesis [5].

Tabel 4. Coefficient of Determination Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,944 ^a	0,891	0,885	2,81961

a. Predictors: (Constant), Work Commitment (X3), Transformational Leadership (X1), Personality (X2)
b. Dependent Variable: Employee Performance (Y)

The coefficient of determination test shows an Adjusted R Square value of 0.885, indicating that 88.5 percent of employee performance can be explained by transformational leadership, personality, and work commitment. The remaining 11.5 percent is explained by other factors or variables outside the model, such as knowledge, job design, work motivation, job satisfaction, work environment, loyalty, and other related factors [15]. The correlation value (R) of 0.944 indicates a very strong relationship between transformational leadership, personality, and work commitment and employee performance, confirming that the regression model is highly robust [3].

Conclusion

Based on the research findings, it can be concluded that transformational leadership, personality, and work commitment have a positive and significant effect on employee performance at PT Pelabuhan Indonesia (Persero) Kuala Tanjung Branch. Both partially and simultaneously, these variables contribute to improvements in work quality, quantity, timeliness, cost efficiency, supervisory effectiveness, and interpersonal relationships among

employees. Work commitment demonstrates the most dominant influence in driving sustainable employee performance.

The company is expected to enhance employee performance by strengthening transformational leadership that emphasizes exemplary behavior, inspiration, and attention to employee development. In addition, human resource management should consider aligning employee personality with job demands to foster effective collaboration. Efforts to strengthen work commitment should also be intensified through increased work involvement, job satisfaction, and intrinsic motivation, enabling employees to develop a strong sense of responsibility and attachment to their work.

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