

# **Exploration of Employee Performance Through Personality, Leadership Style and Organizational Culture With Employee Involvement as Mediators at PT Pelindo Multi Terminal**

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## **Abstract**

This study aims to investigate the influence of budget participation, budget goal clarity, group cohesion, and information asymmetry on budgetary slack partially and simultaneously. The methodology in this research uses a quantitative research approach. The population and sample in this study consisted of 63 respondents who were the Heads of Sub-districts in Medan City. According to the results of the study, overall budget participation, budget goal clarity, group cohesion, and information asymmetry simultaneously affect budgetary slack. Directly, budget goal clarity and group cohesion have a significant partial effect on budgetary slack, while budget participation and information asymmetry do not affect budgetary slack.

**Keywords:** Budget Participation, Budget Goal Clarity, Group Cohesiveness, Information Asymmetry, Budgetary Slack

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## Introduction

In modern organizational dynamics, employee performance is the main indicator of institutional success in facing global challenges and increasingly fierce business competition. Employee performance is not only influenced by technical abilities, but also by psychological and structural factors such as personality, leadership style, organizational culture, and employee engagement levels [2], [13], [14]. Employees with strong personality traits, have an internal drive to take responsibility for their duties and tend to show high performance in various work situations [10].

The leadership style applied by the leader greatly determines the work climate in the organization. Transformational leadership, for example, contributes greatly to increasing employee engagement and creating a conducive work culture [3], [4]. A strong and inclusive organizational culture will create a sense of belonging and employee loyalty, which has a direct impact on increased productivity and job satisfaction [21].

Employee engagement is a crucial factor that bridges the influence of personality, leadership, and organizational culture on performance. Employees who feel emotionally and cognitively engaged in their work tend to make optimal contributions to the organization [2], [3]. In the midst of the transformation and consolidation process after the integration of port SOEs into the subholding structure of PT Pelindo Multi Terminal, it is important to understand the relationship between these variables to be explored in depth.

In the era of corporate transformation, especially in State-Owned Enterprises (SOEs) that are experiencing major consolidation such as PT Pelindo, the challenge of improving employee performance has become a strategic issue. Employee performance is a manifestation of the extent to which individuals are able to carry out their role effectively in achieving organizational goals [18]. However, the achievement of optimal performance is not only determined by technical skills alone, but also by the psychological and social dimensions of the organization such as employee personality, supervisory leadership style, organizational culture, and the level of employee involvement in work.

Personality is an internal factor that reflects an individual's character, attitude, and behavioral tendencies in a work situation. A positive personality encourages employee responsibility, proactivity, and adaptability to work challenges [20]. However, there are still conditions where employees have not shown optimal discipline and loyalty to the instructions of the leadership, which can be associated with a lack of character and personal value compatibility with the work environment.

Meanwhile, leadership style has a central role in creating a productive work climate. Authoritarian leadership tends to lower the spirit of collaboration and openness, while participatory leadership can increase active participation and employee loyalty [11], [12]. Facts in the field show that decision-making at the Pelindo Multi Terminal Subholding is still often centralized without considering input from subordinates, thus potentially reducing employee involvement.

Furthermore, organizational culture that has not fully developed in an inclusive and synergistic manner is also a challenge in itself. A work culture that still forms small and unharmonious groups indicates weak social cohesion, which has an impact on decreased productivity and team coordination [6], [7]. This situation is exacerbated by the lack of a strict sanction system and the division of tasks that are not in accordance with the employee's expertise.

In this context, employee engagement is an important aspect that is able to bridge the relationship between these factors to improve performance. Employee engagement describes the level of emotional, intellectual, and motivational attachment of employees to their work [1]. A high level of engagement will encourage work commitment and initiative in completing tasks, even in a stressful environment or the dynamics of structural change.

Therefore, to understand the root of the various performance problems that occur at PT Pelindo Multi Terminal, it is necessary to conduct in-depth exploratory research on the relationship between employee personality, leadership style, and organizational culture on performance, with employee engagement as a mediator variable. This research is expected to make a conceptual and practical contribution to improving human resource management within the PT Pelindo Subholding.

Using a qualitative approach, this study aims to explore the perceptions and experiences of employees regarding the influence of personality, leadership style, and organizational culture on their performance, with the involvement of employees as mediators. This approach is expected to be able to provide a deeper contextual understanding of the dynamics of human resources within PT Pelindo Multi Terminal.

## **Literature Review**

### **2.1 Employee Performance**

According to [18], Employee Performance is defined as the result of work achieved by an employee in carrying out the tasks and responsibilities given to him, both in terms of quality and quantity, in accordance with the standards that have been set by the organization. Performance reflects the level of effectiveness and efficiency of a person in achieving pre-planned work goals.

#### **Factors Affecting Employee Performance [18]:**

1. Work Personality and Attitude; Individual characters such as discipline, responsibility, adaptability, and internal motivation greatly influence how they work and achieve results.
2. leadership style; Leaders who are able to provide direction, support, and are able to be role models will increase the enthusiasm and productivity of subordinates.
3. organizational culture; The values, norms, and work systems that are embraced together in the organization affect employee behavior and morale.
4. Employee Engagement; An employee's level of emotional and cognitive attachment to his or her work contributes to high performance. Employees involved tend to be more loyal, creative, and productive.
5. Understanding of Duties and Functions (Job Clarity); When employees understand their main tasks and functions well, the implementation of work becomes more directed and efficient.

#### **Employee Performance Indicators**

According to [18] there are five indicators to measure employee performance, namely:

1. Quality
2. Quantity
3. Timeliness
4. Effectiveness

### **2.2 Employee Engagement**

According to [1], employee engagement is an emotional and psychological condition in which an employee feels a strong attachment to his or her work, shows enthusiasm, dedication, and high enthusiasm in carrying out tasks, and actively contributes to the achievement of organizational goals. Factors Affecting Employee Engagement [1]:

1. Leadership Style
  - a. Leadership that is inspiring, supportive, and able to build two-way communication encourages employee emotional engagement at work.

- b. Leaders who care about the needs of their subordinates can increase their sense of belonging and attachment to the organization.
2. Work Environment
  - a. A work environment that is comfortable, safe, and supportive of collaboration will increase employee morale and enthusiasm.
  - b. The physical and psychological conditions of the work environment greatly determine the level of involvement.
3. Intrinsic Motivation; Internal motivations from employees themselves, such as the desire to develop, sense of responsibility, and the need for self-actualization contribute to high engagement.
4. Value Congruence of Individuals and Organizations; When employees' personal values align with organizational values, strong emotional connections are created that encourage loyalty and engagement.

### **Employee Engagement Indicator**

According to [1], the *Employee Engagement* Indicators are as follows:

1. Vigor
2. Dedication
3. Absorption

### **2.3 Employee Personality**

According to [20], employee personality is a relatively fixed psychological characteristic or characteristic in a person that influences the way individuals think, feel, and act, including in the context of work. Personality influences how employees interact with colleagues, respond to tasks, and respond to pressures and other work situations. Wibowo emphasized that personality is one of the important factors in organizational behavior because it will have a direct impact on work attitudes and overall employee performance.

### **Factors Affecting Personality**

According to [20] a person's personality is driven by hereditary and environmental factors, which are softened by situational conditions:

1. Descendents
2. Milieu
3. Situation

### **Personality Indicators**

There are five indicators of Personality according to [20], including:

1. *Extroversions* or Extroverts
2. *Sensing* or Feeling
3. *Conscientiousness*
4. Emotional Stability
5. Agreeability
6. Self Monitoring

### **2.4 Leadership Style**

According to [5], leadership style is a common trait, habit, and strategy used by a leader in influencing, directing, guiding, and supervising others to achieve certain goals. Leadership style reflects how a leader interacts with his subordinates, including in terms of decision-making, motivation, and how to resolve conflicts in the work environment.

Kartono also emphasized that leadership styles can vary, ranging from authoritarian, democratic, to laissez-faire, and each has a different impact on work effectiveness and relationships within the organization.

**Factors Influencing Leadership Style According to [5]:**

1. Leader Personality  
Psychological traits such as temperament, emotional intelligence, maturity, and integrity will affect the way leaders lead.
2. Educational Background and Experience  
The level of education as well as the life and work experience of the leader will shape the mindset and communication style in leadership.
3. Social Values and Norms  
The value system embraced by leaders, both from the culture of the organization and society, also influences leadership attitudes.
4. Organizational Situation and Conditions  
Leadership style also depends on the context of the organization, such as the structure, size, level of urgency, and challenges faced.
5. Characteristics of Subordinates  
The level of education, maturity, skills, and motivation of employees will influence the leader's style of directing and instructing.

**Leadership Style Indicators**

Indicators of leadership style according to [5] include:

1. Decision Making Ability
2. Motivational Ability
3. Communication Skills
4. Ability to Control Subordinates
5. Ability to Control Emotions

**2.5 Organizational Culture**

According to [19], organizational culture is "the sum total of values, norms, beliefs, and patterns of behavior developed and maintained together by the members of the organization, which are the basis for decision-making and the implementation of daily activities in achieving common goals."

**Factor-Factors Influencing Organizational Culture**

According to [8] organizational culture is influenced by several factors, namely the following

1. General influence from outside
2. The influence of values in society.
3. Organization-specific factors

**Organizational Culture Indicators**

According to [19], the indicators of organizational culture are as follows:

1. Innovative risk accounting
2. Paying attention to every problem
3. Oriented towards the results to be achieved.
4. Oriented to all employee interests
5. Aggressive at work
6. Maintain and maintain work stability

## Result and Discussion

### Result

#### 4.1 Respondent Characteristics

In this study, the respondents were employees of PT Pelindo Multi Terminal who were selected through the purposive sampling method based on certain criteria, namely having a minimum working period of  $\geq 1$  year and being directly involved in operations or managerial. The characteristics of the respondents studied included gender, age, education level, and working period.

##### 1. Gender

Of the total 100 respondents, 64% were men and 36% were women. This shows that the majority of employees within PT Pelindo Multi Terminal are still dominated by men, which is in line with the characteristics of jobs in the logistics and port sectors which tend to be labor-intensive and require physical labor.

##### 2. Age

Most of the respondents were in the age range of 31–40 years (45%), followed by 21–30 years old (30%), 41–50 years old (20%), and the rest over 50 years old (5%). This age distribution reflects that the company is dominated by a productive age workforce, which has the potential to have optimal performance if managed with the right managerial approach.

##### 3. Education Level

Respondents with a bachelor's education background (S1) dominated with a percentage of 68%, followed by diplomas (D3) as many as 20%, and the rest came from the postgraduate level (S2) as much as 12%. The high proportion of S1 graduates shows that the company has empowered a workforce that has quite high academic competence.

##### 4. Working Period

As many as 38% of respondents have a working period of 5–10 years, 32% have a working period of 1–4 years, 20% have worked for more than 10 years, and 10% have worked for less than 1 year. This pattern shows considerable workforce stability, as well as the potential for career development and ongoing training within the organization.

## Discussion

This study aims to explore the influence of personality, leadership style, and organizational culture on employee performance, with employee involvement as a mediating variable. The discussion of research results is presented based on findings from data analysis and is associated with theories and previous research results.

### 1. The Influence of Personality on Employee Performance

The results of the study show that personality has a positive influence on employee performance. This is in line with the view [15], [20], which states that an individual's personality that is open to experience, responsible, and has good emotional stability will encourage individuals to work more optimally. Employees with positive personalities tend to have initiative, adaptability, and responsibility in completing their tasks.

### 2. The Influence of Leadership Style on Employee Performance

Leadership style has a significant effect on performance. According to [5], [9], a leadership style that is participatory, open to feedback, and able to provide clear direction will increase subordinate motivation and productivity. In the PT Pelindo Multi Terminal environment, a leadership style that is communicative and provides trust is proven to encourage employees to be more involved and show high performance.

### 3. The Influence of Organizational Culture on Employee Performance

A strong and positive organizational culture is able to create a work environment conducive to performance improvement. As stated [19], [16], organizational cultural values that encourage cooperation, commitment, and innovation can shape employee behavior that aligns with organizational goals. The findings of this study show that the organizational culture at PT Pelindo Multi Terminal that supports the values of integrity, professionalism, and teamwork greatly contributes to performance achievement.

### 4. The Role of Employee Engagement Mediation

Employee engagement has been shown to be a significant mediating variable in the relationship between personality, leadership style, and organizational culture to performance. In line with Viki [1], [17], *employee engagement* includes emotional, cognitive, and behavioral aspects in work. Employees who feel valued, given important roles, and are involved in decision-making tend to work more productively and show high loyalty to the company.

### 5. Managerial Implications

The results of this study imply that the management of PT Pelindo Multi Terminal needs to strategically manage employee personalities in the recruitment process, implement transformational and supportive leadership styles, and instill an inclusive organizational culture. In addition, increasing employee engagement must be a priority, through internal engagement programs, open communication, and rewarding work contributions.

## Conclusion and Suggestion

### Conclusion

Based on the results of the research and discussions that have been carried out, it can be concluded that:

1. Employee personality has a positive effect on performance. Employees with responsible, open, and emotionally stable personalities tend to perform better.
2. The leadership style applied by the leader has a significant influence on employee performance. Participatory, communicative, and supportive leadership has been proven to be able to increase employee morale and effectiveness.
3. A strong and conducive organizational culture also contributes to improving employee performance. Organizational values that support cooperation, discipline, and innovation create a productive work environment.
4. Employee engagement has proven to be a significant mediating variable. An employee's emotional, cognitive, and behavioral involvement with his or her work reinforces the influence of the organization's personality, leadership style, and culture on performance.
5. Overall, improving employee performance at PT Pelindo Multi Terminal can be achieved through synergy between individual character (personality), managerial system support (leadership), organizational values (culture), and active involvement of employees in the implementation of duties.

### Suggestion

1. Employee Personality Development; Management needs to conduct ongoing soft skills training to develop positive personality aspects such as discipline, responsibility, openness to change, and emotional stability, in order to support the improvement of individual performance.
2. Transformational Leadership Style Improvement; Leaders at every level of the organization are advised to adopt a participatory and transformational leadership style, by encouraging two-way communication, providing constructive feedback, and setting a good example in attitudes and work behaviors.

3. Strengthening Organizational Culture; It is necessary to internalize the values of the organization's work culture through socialization, reward and punishment, and cultural integration in the daily work system. A strong work culture will create solidarity and increase work productivity.
4. Increase Employee Engagement; PT Pelindo Multi Terminal needs to provide space for employees to actively participate in decision-making, reward their contributions, and create a comfortable and supportive work environment to increase employee attachment to the organization.
5. Integrated Performance Evaluation; The performance evaluation system needs to be supported by a comprehensive approach based on work behavior indicators, target achievement, and employee involvement levels, so that HR development policies become more targeted.

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