

# **Analysis of Personality, Work Discipline, and Work Motivation on Employee Performance at Auto2000 Medan-Binjai**

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## **Abstract**

This study aimed to analyze the extent to which personality, work discipline, and work motivation influenced employee performance at Auto2000 Medan-Binjai. The entire population of 86 employees was used as the research sample through a saturated sampling technique. The research was conducted in 2025 using an associative quantitative approach. The collected data were analyzed using multiple linear regression with the assistance of SPSS version 24.0. The findings indicated that all three independent variables, personality, work discipline, and work motivation had a positive and significant influence on employee performance, both individually (partially) and collectively (simultaneously). Work discipline was found to be the most dominant variable affecting employee performance. Overall, the variables of personality, work discipline, and motivation explained 91.2% of the variance in performance. The relationship between the independent variables and employee performance was classified as very strong..

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

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**Introduction**

PT Astra International Tbk Auto2000 Medan-Binjai, established in 2017, operates as an official Toyota dealership and service center located in Sei Semayang, at the Binjai-Deli Serdang border [1]. Built on a 9,176 m<sup>2</sup> land with a 3,577 m<sup>2</sup> building area, the company employs personnel across 20 divisions, each with specific roles and responsibilities [2]. Given the high volume of daily service customers, employee productivity is essential to maintaining operational efficiency and customer satisfaction [1] [2].

The company applies Key Performance Indicators (KPIs) tailored to each position, ranging from sales targets and customer satisfaction in sales roles to service completion rates and error minimization in mechanical and administrative roles [3]. From 2022 to 2024, employee performance showed fluctuations. The average KPI score increased from 77.7 in 2022 to 80.0 in 2023 but declined to 76.5 in 2024. The most notable declines were in the mechanic and administrative warehouse sectors, with mechanic scores dropping from 75 to 69, potentially leading to longer service queues and diminished customer satisfaction.

Pre-survey results from 20 employees revealed that a majority did not consistently meet performance standards. Only 40% felt they delivered work that met managerial expectations, 30% reported completing tasks promptly, and 35% claimed effective use of work time. These findings suggest performance deficiencies tied to multiple organizational factors, including work design, leadership, motivation, satisfaction, and discipline.

Salesforce and service technicians are particularly vital, as they directly impact sales volume and service throughput. However, inefficiencies in task execution and time management persist. Frequent managerial reprimands underscore dissatisfaction with current performance levels. To improve productivity and service quality, Auto2000 Medan-Binjai must conduct comprehensive evaluations and adopt data-driven strategies addressing human capital challenges to ensure sustained operational excellence and customer satisfaction.

More than half of the employees at Auto2000 Medan-Binjai interact directly with customers, making employee personality a crucial factor in achieving organizational goals. Employees are expected to demonstrate service-oriented, polite, friendly, helpful, and honest behavior. In addition, interpersonal traits such as responsibility, emotional control, and mutual respect are essential for effective teamwork. Observations and interviews revealed issues such as interpersonal discomfort, lack of accountability, and emotional instability, often leading to conflicts. A pre-survey of 20 employees confirmed these findings: only 30% agreed they could control their emotions at work, and less than half perceived their colleagues as responsible or friendly, highlighting significant personality-related challenges.

Work discipline is a critical factor influencing employee performance at Auto2000 Medan-Binjai, particularly among salesforce personnel. Despite their target-oriented roles, discipline remains essential. Observations revealed that many salesforce employees frequently arrive late or are absent, often citing customer visits as justification. This practice has become normalized, with minimal managerial oversight. Attendance data for 2023 showed an average of 5–6 absences, 15–16 leave requests, 21–22 sick days, and 82–83 instances of tardiness per month. Furthermore, a pre-survey of 20 employees indicated that the majority did not consistently follow company rules, meet punctuality standards, or adhere to established work procedures, confirming prevalent disciplinary issues.

Employee motivation at Auto2000 Medan-Binjai is expected to be high due to attractive bonus and incentive schemes for meeting sales targets. These rewards, often exceeding basic salaries, are balanced with clear punitive measures and promotion opportunities. However, observations indicate that these incentives are insufficient to sustain motivation. Many employees lack strong motives and hope to excel, citing that the incentive value does not align with daily workload pressures, and career advancement, especially for contract workers

appears limited. A pre-survey of 20 employees confirmed this issue, with only 35% reporting strong work motivation and just 25% believing in achieving better career prospects.

## **Literature Review**

Employee performance refers to the outcomes and behaviors demonstrated in fulfilling assigned duties and responsibilities within a specific time frame [4]. According to Kasmir, various factors influence both the results and behaviors associated with job performance, including: individual skills and abilities, knowledge, job design, personality, work motivation, leadership and leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline [4]. Employee performance can be assessed using several indicators, such as: work quality, work quantity, time utilization, and teamwork [4].

Personality as the integration of an individual's characteristics into a unique whole that determines and is shaped by the individual's efforts to adapt to a continuously changing environment [5]. Personality can be evaluated through several dimensions, including extraversion, agreeableness, conscientiousness, and emotional stability [5].

Work discipline as an individual's willingness and commitment to comply with and adhere to the norms and regulations enforced within the organization [6]. Work discipline is typically measured through indicators such as attendance, compliance with rules, work attitude, and task-related responsibility [6].

Work motivation is an internal driving force that encourages an employee to perform certain actions positively, aligned with the company's needs and objectives [7]. Work motivation can be measured through three key indicators: motives, expectations, and incentives [7].

## **Research Methodology**

This study was conducted at Auto2000 Medan-Binjai and involved the entire population of 86 employees currently employed at the company. The sample size also consisted of 86 respondents, determined using a saturated sampling technique (census method). The research was carried out in 2025 and examined three independent variables (Personality (X1), Work Discipline (X2), and Work Motivation (X3)) with Employee Performance (Y) as the dependent variable. A quantitative research approach was employed, adopting an associative research design. Data were analyzed using multiple linear regression with the assistance of SPSS version 24.0.

Data collection was performed through the distribution of questionnaires designed on a Likert scale ranging from 1 to 5 to quantitatively capture respondents' perceptions. Prior to data analysis, validity and reliability testing of the instrument was conducted to ensure its appropriateness [8]. Subsequently, classical assumption tests (including normality, multicollinearity, and heteroscedasticity tests) were carried out to confirm that the dataset met the requirements for regression analysis [9].

The regression model employed in this study is represented by the following equation:  
$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e,$$

where

Y denotes the employee performance variable,

$\alpha$  is the constant term,

$\beta_1$  through  $\beta_3$  represent the regression coefficients of the independent variables (personality, work discipline, and work motivation), and  $e$  denotes the residual error term [10].

Hypothesis testing was conducted both partially using the t-test and simultaneously using the F-test [11]. Additionally, the coefficient of determination ( $R^2$ ) was examined to assess the proportion of variance in employee performance explained by the independent variables [12].

## Results

### 4.1 Conclusion of Respondents' Answers to the Questionnaire

Based on the demographic analysis of 86 respondents at Auto2000 Medan-Binjai, the majority were male (64.0%), aged between 21–25 years (23.3%), and held a Bachelor's degree (69.8%). Most employees had been working at the company for 6–7 years (24.4%). These findings suggest that the workforce is predominantly young, male, well-educated, and moderately experienced, which may influence performance levels and organizational dynamics.

The personality variable ( $X_1$ ) at Auto2000 Medan-Binjai was measured using four indicators: extraversion, agreeableness, conscientiousness, and emotional stability. Respondents generally agreed that employees exhibit confidence, express opinions openly, act respectfully, trust colleagues, plan carefully, manage documents properly, stay calm under pressure, and adapt to sudden changes. All indicators received favorable average scores, with means ranging from 3.83 to 4.18, indicating that employee personality traits are well-developed and positively perceived in the workplace.

The Work Discipline variable ( $X_2$ ) consists of four indicators: attendance, compliance with regulations, work attitude, and task responsibility. Overall, respondent evaluations showed favorable perceptions across all indicators, with mean values ranging from 4.06 to 4.16. Most employees were perceived to be punctual, compliant with company rules and SOPs, maintaining professionalism during work hours, staying focused despite distractions, and demonstrating accountability by not blaming colleagues and being willing to correct mistakes. These findings indicate that employee discipline at Auto2000 Medan-Binjai is generally categorized as good.

The Work Motivation variable ( $X_3$ ) comprises Motives, Expectations, and Incentives, each receiving favorable evaluations. For Motives, strong agreement prevailed regarding striving for maximal performance, career advancement, and recognition (means 4.00–4.27). Expectations were similarly positive: respondents believed hard work secures high ratings, promotion opportunities, and managerial recognition (means 4.13–4.19). Incentives were the most salient driver; additional rewards and bonuses energized employees (means 4.13–4.23). Overall, mean scores above 4.0 indicate robust intrinsic and extrinsic motivation among Auto2000 Medan-Binjai personnel.

Employee Performance ( $Y$ ) is measured through four indicators: work quality, quantity, time utilization, and teamwork. Respondents agreed that employees produce accurate work with minimal errors (mean 4.20), manage high workloads efficiently (mean 4.12), and use time effectively by setting priorities (mean 4.16). Teamwork was also rated positively, with employees showing active collaboration and cooperative attitudes (mean 4.03). Overall, mean scores across all indicators exceeded 4.00, reflecting strong and consistent performance among Auto2000 Medan-Binjai employees.

### 4.1 Validity and Reliability Test

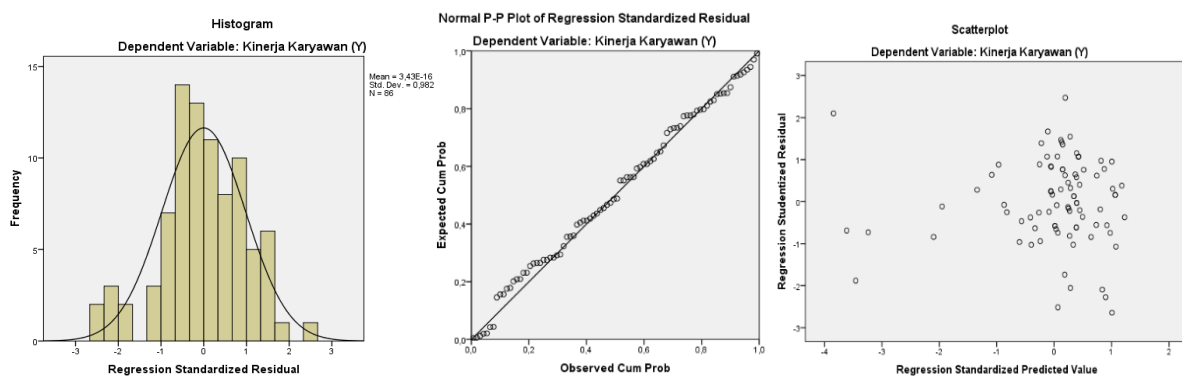
**Table 1.** Validity and Reliability Test Results

Question Items	$r_{hitung}$ Personality ( $X_1$ )	$r_{hitung}$ Work Discipline ( $X_2$ )	$r_{hitung}$ Work Motivation ( $X_3$ )	$r_{hitung}$ Employee Performance ( $Y$ )	Minimum	Description
1	0,639	0,611	0,670	0,566	0,300	Eligible
2	0,558	0,654	0,545	0,605	0,300	Eligible
3	0,764	0,747	0,704	0,609	0,300	Eligible
4	0,793	0,653	0,773	0,554	0,300	Eligible
5	0,855	0,693	0,648	0,767	0,300	Eligible

Question Items	$r_{hitung}$ Personality ( $X_1$ )	$r_{hitung}$ Work Discipline ( $X_2$ )	$r_{hitung}$ Work Motivation ( $X_3$ )	$r_{hitung}$ Employee Performance ( $Y$ )	Minimum	Description
6	0,779	0,811	0,613	0,651	0,300	Eligible
7	0,792	0,639	0,797	0,777	0,300	Eligible
8	0,584	0,816	0,594	0,607	0,300	Eligible
Cronbach's Alpha	0,914	0,907	0,892	0,878	0,700	Reliable

The results of the validity test show that all items in the variables Personality ( $X_1$ ), Work Discipline ( $X_2$ ), Work Motivation ( $X_3$ ), and Employee Performance ( $Y$ ) show r-count values that exceed the critical value, namely  $> 0.300$  and Cronbach's Alpha  $> 0.700$ . This proves that all questions in the questionnaire are suitable for use because they are valid and reliable [13].

## 4.2 Classical Assumption Test



**Figure 1.** Histogram, P-P Plot, and Scatterplot Graphs

The histogram graph shows that the residual distribution follows a pattern resembling a normal curve, indicating that the residuals are symmetrically distributed. This suggests that the normality assumption in the regression model is met [14].

The Normal P-P Plot shows that the data points follow the diagonal line, indicating that the residuals are normally distributed. This strengthens the validity of the regression model concerning the normality assumption [15].

The scatterplot shows a random distribution of residuals around the horizontal line, with no specific pattern. This indicates the absence of heteroscedasticity, meaning the assumptions of linearity and homoscedasticity are fulfilled [16].

## 4.3 Multicollinearity Test, Multiple Linear Regression, and t-Test (Partial)

**Table 2.** Coefficients Results

		Coefficients <sup>a</sup>				Collinearity Statistics	
Model		Unstandardized Coefficients	Standardized Coefficients	t-value	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	1,147	1,117		1,027	0,308		
Personality ( $X_1$ )	0,266	0,060	0,296	4,403	0,000	0,229	4,367
Work Discipline ( $X_2$ )	0,405	0,083	0,412	4,858	0,000	0,144	6,953
Work Motivation ( $X_3$ )	0,297	0,077	0,291	3,861	0,000	0,182	5,493

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

The test results show that each independent variable, namely Personality (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>), has a Tolerance value above 0.10 and a VIF below 10. This indicates that there is no multicollinearity in the model, so the model is suitable for use in linear regression [17].

Based on the analysis, the multiple linear regression equation is as follows: [10]

$$Y = 1.147 + 0.266X_1 + 0.405X_2 + 0.297X_3 + e$$

The interpretation of this regression model is as follows:

1. If all independent variables (Personality (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>)) are assumed to be zero or absent, the Employee Performance (Y) still has a baseline value of 1.147. This indicates that even without the influence of the three independent variables, employee performance exists at a minimum level of 1.147 [18].
2. If Personality (X<sub>1</sub>) increases by one unit, Employee Performance (Y) will increase by 0.266 units. This demonstrates a positive relationship between personality and performance. Thus, improvements in employee personality are expected to enhance performance, while a decline in personality traits may reduce performance [19].
3. If Work Discipline (X<sub>2</sub>) increases by one unit, Employee Performance (Y) will rise by 0.405 units. This suggests that work discipline positively influences performance. Higher levels of discipline among employees will contribute to improved performance, while a decrease in discipline will likely result in reduced performance [20].
4. If Work Motivation (X<sub>3</sub>) increases by one unit, Employee Performance (Y) will increase by 0.297 units. This indicates a positive relationship between work motivation and performance. Therefore, increasing employee motivation will improve performance, while a lack of motivation may hinder it [21].

The results of the multiple linear regression test also show that Work Discipline (X<sub>2</sub>) is the most influential factor on Employee Performance (Y), as it has the highest Standardized Coefficient Beta value of 0.412, compared to the other independent variables [13]. This means that among all the factors analyzed, work discipline has the strongest impact on employee performance in this study.

Based on the results of the t-test analysis, it can be concluded that each independent variable has a partial and statistically significant effect on employee performance. First, the Personality variable (X<sub>1</sub>) yields a t-value of 4.403, which exceeds the critical t-table value (1.989, df = 82), with a significance level of 0.000 ( $p < 0.05$ ). This indicates a positive and significant influence of personality on employee performance [22]. Second, the Work Discipline variable (X<sub>2</sub>) shows a t-value of 4.858, also greater than the t-table value, with a significance level of 0.000. This confirms that work discipline significantly and positively affects employee performance [23]. Finally, the Work Motivation variable (X<sub>3</sub>) records a t-value of 3.861, again surpassing the threshold of 1.989, with a significance level of 0.000. This finding supports the conclusion that work motivation has a significant positive impact on employee performance [23].

Overall, the t-test results provide empirical evidence that personality, work discipline, and motivation each contribute meaningfully and positively to employee performance [24]. These results highlight the importance of soft skills and motivational factors in enhancing workplace effectiveness and achieving organizational objectives [18].

#### 4.4 F-Test (Simultaneous)

**Table 3.** F-Test (Simultaneous) Results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F-value	Sig.
1	Regression	2558,408	3	852,803	294,255	0,000 <sup>b</sup>
	Residual	237,650	82	2,898		
	Total	2796,058	85			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Personality (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), Work Motivation (X<sub>3</sub>)

The F-test results using SPSS indicate a significance value of 0.000, which is well below the threshold of 0.05, leading to the acceptance of the alternative hypothesis. The calculated F-value (294.255) is substantially greater than the F-table value (2.638,  $df_1 = 3$ ;  $df_2 = 82$ ). This confirms that the regression model is statistically valid [25]. Thus, Personality (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>) collectively exert a significant and positive influence on Employee Performance (Y).

#### 4.5 Determination Test (R<sup>2</sup>)

**Table 4.** Determination Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,957 <sup>a</sup>	0,915	0,912	1,70240

a. Predictors: (Constant), Personality (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), Work Motivation (X<sub>3</sub>)

b. Dependent Variable: Employee Performance (Y)

The adjusted R<sup>2</sup> value of 0.912 indicates that 91.2% of employee performance is explained by personality, work discipline, and motivation [13]. The R value of 0.957 reflects a very strong relationship between these variables and performance [26].

### Discussion

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

The findings indicate that personality has a significant and positive impact on employee performance at Auto2000 Medan-Binjai. The positive relationship suggests that improvements in personality traits are associated with better performance outcomes. Personality was assessed through four key dimensions: extraversion, agreeableness, conscientiousness, and emotional stability. Each of these traits plays a critical role in shaping productive work behavior [5].

Extraversion reflects openness, enthusiasm, and communicative abilities, enabling employees to engage effectively with others and contribute to a collaborative work environment [27]. Agreeableness involves respectfulness and cooperation, which support teamwork and reduce interpersonal conflict, ultimately enhancing workplace harmony [28]. Conscientiousness is associated with discipline, responsibility, and task orientation, helping ensure that work is completed thoroughly and on time [22]. Emotional stability signifies the ability to manage stress and maintain composure, which enhances decision-making and focus under pressure [19].

The study affirms that personality is a vital internal factor influencing individual performance. Employees who score higher across these personality traits are more likely to demonstrate professional, goal-oriented behavior that aligns with organizational objectives [27]. Therefore, organizations are encouraged to consider personality development as a strategic component in human resource practices to drive optimal employee performance and long-term organizational success [22].

## **2. The Influence of Work Discipline on Employee Performance**

The research findings confirm that work discipline exerts a significant and positive influence on employee performance at Auto2000 Medan-Binjai. A positive correlation indicates that an increase in discipline correlates with improved performance, whereas a decline in discipline may hinder work outcomes. Discipline, measured through four indicators, attendance, compliance with regulations, work attitude, and task responsibility plays a crucial role in shaping consistent and reliable employee behavior [6].

High attendance reflects employee commitment and supports operational continuity, while compliance with organizational rules ensures adherence to procedures and ethical standards, reducing the likelihood of errors or violations [29]. A positive work attitude, characterized by diligence, motivation, and enthusiasm, enhances job effectiveness and facilitates achievement of performance targets [20]. Furthermore, responsibility in completing tasks demonstrates accountability and an understanding of the broader impact of individual work on team productivity [23].

The study underscores that disciplined employees contribute to a well-structured and productive work environment. By maintaining punctuality, following regulations, exhibiting a strong work ethic, and accepting responsibility, employees foster organizational efficiency [25]. These qualities collectively shape disciplined work behavior, which in turn leads to sustained performance improvements [17]. Consequently, enhancing employee discipline should be prioritized in human resource strategies to ensure long-term success and achievement of corporate objectives [12].

## **3. The Influence of Work Motivation on Employee Performance**

The findings of this study confirm that work motivation significantly and positively affects employee performance at Auto2000 Medan-Binjai. A positive correlation indicates that higher motivation levels lead to better performance outcomes, whereas lower motivation may hinder productivity. Work motivation, encompassing internal and external drivers, plays a critical role in sustaining employees' enthusiasm and commitment to their tasks [30].

Motivation in this study is measured through three key indicators: motives, expectations, and incentives [7]. Motives refer to internal desires such as economic needs, career advancement, or self-actualization, which drive employees to achieve work goals with persistence [31]. Expectations reflect employees' beliefs that their efforts will lead to meaningful outcomes such as promotions, recognition, or increased well-being [11]. When expectations are realistic and supported by a fair organizational system, they enhance commitment and engagement [14].

Incentives, both monetary (e.g., bonuses) and non-monetary (e.g., recognition), serve as reinforcement mechanisms that boost employee morale and satisfaction [10]. When appropriately implemented, incentives encourage employees to perform at their best [26]. The integration of these three components, motives, expectations, and incentives builds strong motivation, resulting in improved focus, responsibility, and goal-oriented behavior [21]. Hence, enhancing employee motivation is a strategic approach to optimizing performance and achieving long-term organizational success [31].

## **4. The Influence of Personality, Work Discipline, and Work Motivation on Employee Performance**

The findings of this study demonstrate that personality, work discipline, and motivation simultaneously exert a positive and significant influence on employee performance at Auto2000 Medan-Binjai. A positive direction indicates that improvements in these three variables collectively enhance employee performance across multiple dimensions [32].



Personality contributes to core behavioral traits such as emotional stability, conscientiousness, and adaptability, which enhance decision-making and consistency in task execution.

Motivation, characterized by internal drives, expectations, and rewards, energizes employees to perform tasks with enthusiasm, contributing to increased work quantity and organizational engagement [18]. Work discipline reflects the degree of employee compliance with rules, punctuality, and accountability in fulfilling responsibilities [24]. High discipline ensures efficient time management, timely task completion, and adherence to organizational standards [32].

Collectively, these factors enhance four performance indicators: (1) quality of work, influenced by stable personality and high standards; (2) quantity of output, supported by strong motivation and structured routines; (3) optimal time utilization, stemming from discipline and time awareness; and (4) effective teamwork, fostered by cooperative attitudes and shared goals [4].

Among the three variables, work discipline emerges as the most dominant contributor to performance, serving as the foundation for sustainable productivity and professionalism [24]. Without consistent discipline, the effects of personality and motivation may be insufficient to drive optimal employee performance [32].

## Conclusion

Based on the results of the analysis, this study concludes that personality, work discipline, and work motivation have a positive and significant simultaneous effect on employee performance at Auto2000 Medan-Binjai. Among these variables, work discipline has the most dominant influence. These findings imply that improving employee discipline, along with personality development and motivational strategies, can effectively enhance performance. Future studies may explore moderating variables such as leadership style or organizational culture to further develop these findings.

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