

Performance Shaping Trilogy: Synergy of Commitment, Motivation, and Retention in Accelerating Productivity of PT Pelindo Regional 1

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Abstract

Port productivity is a crucial indicator of Indonesia's maritime competitiveness, which not only depends on infrastructure, but also the quality of human resources as the main driver of operations. This study aims to analyze the influence of commitment, motivation, and retention on employee performance at PT Pelindo Regional 1. The research background is based on the importance of improving the quality of human resources in supporting operational productivity in the port sector which demands optimal and sustainable performance. The research method uses a quantitative approach with a sample of 98 respondents selected through the saturated sample technique. Data analysis was carried out through descriptive statistical tests, classical assumption tests, multiple linear regression, partial tests (t), simultaneous tests (F), and determination coefficients (R^2). The results of the study show that commitment, motivation, and retention have a positive and significant effect on employee performance, respectively. The retention variable is the most dominant factor in improving performance. Simultaneously, the three independent variables had a significant effect on employee performance with an R^2 value of 0.399, meaning that the model was able to explain 39.9% of the variation in employee performance, while the rest was influenced by other variables outside the study.

Keywords: Commitment, Motivation, Retention, Employee Performance.

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Introduction

PT Pelindo Multi Terminal noted that port transformations carried out since the end of 2022 have succeeded in significantly increasing loading and unloading productivity at various ports, including an increase in productivity at the Jamrud Nilam Mirah Surabaya Branch by 51% and the Port of Belawan Medan which showed positive performance in the third quarter of 2024. The success of the port is not only determined by the physical infrastructure, but also by the quality of human resources which are the main drivers of all operational activities. The main goal of HR management is to maximize the potential and productivity of employees, in order to create a healthy and supportive work environment (Anggriani et al., 2025). Without human roles, all work will not go well (Silaen et al., 2023).

According to (Sutrisno, 2019), productivity is the ratio between the output produced and the inputs used in the production process, including aspects of quantity, quality, and work completion time. An employee is not only required to have knowledge, abilities, and skills but must also have experience, motivation, self-discipline, work spirit and good work ethics (Ivantri et al., 2023; Sofyandi, 2018). The productivity of the Port industry can be measured through various indicators such as cargo throughput, dwelling time, loading and unloading efficiency, and equipment utilization. Data shows that the productivity of ports in Indonesia is still lagging behind other ASEAN countries, with an average dwelling time of 4-5 days, while Singapore and Malaysia only need 1-2 days (Ministry of Transportation, 2022). Based on PT Pelindo data, post-merger operational standardization has resulted in an increase in productivity at Makassar New Port from 20 BSH (box per ship per hour) to 34 BSH, showing that optimal employee performance can have a significant impact on the port's operational efficiency. The problem of low productivity cannot be separated from organizational behavioral factors that involve employees as the company's main asset. (P. S. Robbins & Judge, 2017) asserts that organizational performance is highly dependent on how the company is able to manage the psychological and social aspects of employees, including commitment, motivation, and the desire to stay in the organization. These three variables form a trilogy that is interrelated and has an influence on work productivity.

Organizational commitment is not just an employee's passive attitude towards the company, but a strategic asset that directly contributes to the organization's performance. Meyer and Allen (1991) define organizational commitment as a psychological state that reflects an employee's attachment to the organization, which manifests in three dimensions: affective commitment (emotional bond), continuity commitment (consideration of costs if leaving the organization), and normative commitment (moral obligation to stay afloat). If workers feel tied to existing organizational values, they will feel happy at work, so that their work productivity will increase (Ivantri et al., 2023). Research by Frimayasa and Sijabat (2022) proves that organizational commitment plays a role as a partial mediating variable in the relationship between job satisfaction and employee performance.

Work motivation is the second element that is no less important in driving productivity. (Hasibuan, 2017) explained that motivation is the impulse that arises in a person to take action because they want to achieve certain goals. According to (S. P. Robbins & Judge, 2019), motivation is a process that explains a person's intensity, direction, and perseverance to achieve a goal. (Mangkunegara, 2017) added that work motivation functions as an energizer that activates behavior, directs actions towards goals, and maintains efforts until goals are achieved. According to (Dinata et al., 2024) this motivation can come from two directions: namely the motivational order that originates from the individual employee himself (known as intrinsic motivation) or also outside the individual employee (called extrinsic motivation). Intrinsic motivation can arise from a sense of pride in the profession and contribution to the success of the port, while extrinsic motivation is more related to a system of incentives, rewards, and career

opportunities. Herzberg's theory (1959) divides motivational factors into two categories: *hygiene factors* (salary, working conditions, company policies) that prevent dissatisfaction, and motivating factors (achievement, recognition, responsibility) that encourage satisfaction and performance improvement. Employees who have high motivation will be more creative, disciplined, and able to deal with high work pressure. Studies that prove that intrinsic and extrinsic motivation have a positive correlation with employee task performance (Sciedu Press, 2018).

Employee retention completes the trilogy as the third variable that determines productivity sustainability. (Mathis & Jackson, 2011) defines employee retention as an organization's effort to retain qualified employees to stay in the company for a certain period of time. Das and Baruah (2013) emphasized that good retention not only saves recruitment and training costs, but also maintains organizational knowledge and maintains service continuity. So, it is very important for companies not to lose employees, which can result in losses in the company's work. Therefore, anticipatory steps are needed so that companies can maintain their human resource assets (Lestari, 2024).

The organizational transformation that Pelindo is undertaking, including in Region 1, has created new dynamics in human resource management. After the merger of four port SOEs into one entity in 2021, Pelindo faces the challenge of harmonizing work culture, systems, and operational standards from various organizational backgrounds. In the three years after the merger, Pelindo managed to record consistent performance with assets that reached IDR 123 trillion and value creation creation of IDR 4.89 trillion or 81% of the 2025 target (Arlaini, 2024). The results of a recent study conducted by Rahmawati and Nurlina (2022) on logistics companies in Indonesia show that employees with high levels of commitment and motivation have low turnover intention, while employee retention acts as a bridge that strengthens the relationship between motivation and performance. This means that success in improving employee performance is highly dependent on the company's ability to build emotional commitment, provide motivational encouragement, and create a good retention system.

Literature Review 1. Organizational Commitment

Organizational commitment is an attitude of employees' psychological attachment to the organization where they work which is reflected in loyalty, self-identification with organizational values, and willingness to give maximum effort for the company's progress. Meyer and Allen (1991) developed a three-component model of organizational commitment consisting of affective commitment, namely emotional attachment and identification with the organization, continuance commitment, which is awareness of the costs incurred if leaving the organization, and normative commitment, which is the feeling of obligation to stay in the organization. (P. S. Robbins & Judge, 2017) explains that organizational commitment is influenced by employees' personal characteristics (age, tenure, disposition), job characteristics (challenges, autonomy, feedback), and work experience (perception of organizational support, fairness, empowerment). Employees who have high commitment are not only bound by material aspects or personal gains, but also feel that the company's success is part of their personal success (Suroño & Romi, 2025).

2. Work Motivation

Work motivation is an internal and external drive that moves individuals to perform certain actions to achieve the desired goal, which is manifested in the intensity, direction, and perseverance of effort put into the work. (Hasibuan, 2017) defines motivation as providing driving force that creates a person's work enthusiasm so that they are willing to work together, work productively, and integrate with all efforts to achieve satisfaction. Motivation is an internal drive that drives a person to act or work towards a certain goal. In the context of an organization,

employee motivation is very important because it can determine the level of effort and the commitment they give in their work (Cahya & Kholik, 2024). Herzberg's (1959) two-factor theory divides the factors that affect motivation into motivating factors (achievement, recognition, work itself, responsibility, advancement) that provide job satisfaction and encourage performance improvement, as well as hygiene factors (company policy, supervision, salary, interpersonal relations, working conditions) which if not fulfilled will cause dissatisfaction but if fulfilled do not necessarily increase motivation. (Mangkunegara, 2017) explained that motivation has three main functions: moving or stimulating a person to do (energizing function), determining the direction of actions to achieve goals (directing function), and selecting actions by setting aside actions that are not useful (selecting function).

3. Employee Retention

Employee retention is an organization's ability to retain quality employees to stay within the company and not move to another organization, which involves a systematic strategy to create a work environment that supports long-term employee engagement. (Mathis & Jackson, 2011) explains that retention is an effort to retain competent and productive employees through various programs designed to meet the diverse needs of employees, while turnover or the opposite of retention incurs direct costs (recruitment, training) and indirect costs (loss of productivity, declining morale). (Dessler, 2015) added that a successful retention strategy must be holistic, including financial aspects (salary, bonuses, benefits), development aspects (training, mentoring, promotion), and psychological aspects (appreciation, involvement in decision-making, flexibility). (Armstrong & Taylor, 2017) emphasizes that retention is not just about retaining a large number of employees, but retaining the right employees who are highperforming, have critical competencies, and are in line with organizational values. The employee retention function aims to retain the best employees that every company has. When employees decide to stay at the company, their main reason is to feel happy in the company. Efforts that must be made to maintain the retention rate in the company are support from superiors (Subrata & Rizky, 2024).

4. Productivity

(Sutrisno, 2019) defines productivity as a comparison between the results achieved and the overall resources used, including the dimensions of output quantity, quality of results, timeliness, and efficiency of input use. Citing (Sedarmayanti, 2017) work productivity is defined as the ratio between the results obtained in the form of outputs and each resource used or categorized as inputs, taking into account the qualitative and quantitative aspects of output as well as the efficiency and effectiveness of resource use (Dinata et al., 2024). (P. S. Robbins & Judge, 2017) added that organizational productivity is highly dependent on individual employee productivity, which is influenced by ability, motivation, and opportunity to perform. According to Benedictus Adithia (2023), employee productivity is one of the significant measures in assessing the extent to which human resources in an organization are able to provide added value that contributes to the company's goals (Akbar et al., 2025).

Research Methodology

This study uses a quantitative approach with a survey method, which aims to analyze the influence between variables through the collection of primary data from respondents using a structured questionnaire. The quantitative approach was chosen because this study focuses on testing the causal relationship between competency variables (X_1), work motivation (X_2), and employee retention (X_3) on employee performance (Y) within PT Pelindo Regional 1. The population in this study is all permanent employees of PT Pelindo Regional 1 which totals 98 people. Because the population is relatively small and it is still possible to research as a whole,

the sampling technique used is saturated sampling (census sampling), where all members of the population are used as research samples (Sugiyono, 2017). Thus, the number of samples in this study is 98 respondents. Primary data was collected through the dissemination of questionnaires with a five-point Likert scale, while secondary data was obtained from internal company documents, performance reports, and relevant scientific literature. The data obtained was then analyzed using multiple linear regression analysis with the help of SPSS software to find out how much competency, motivation, and retention affect employee performance, both partially and simultaneously. Before the regression analysis was carried out, instrument tests (validity and reliability) and classical assumption tests (normality, multicollinearity, and heteroscedasticity) were first carried out to ensure the feasibility of the model used.

Results Description of Research Object

PT Pelindo Regional 1 is part of PT Pelabuhan Indonesia (Persero) which manages and operates major ports in the northern part of Sumatra, including Medan, Dumai, Belawan, Lhokseumawe, and Tanjung Balai. As a manager of strategic facilities that are logistics and trade distribution centers, this company provides core services such as loading and unloading goods, container terminal management, ship services, and passenger terminal services. PT Pelindo Regional 1 also focuses on improving operational efficiency through process digitization, port equipment modernization, and strengthening safety and security standards. With its role as a link between goods and passenger mobility, Pelindo Regional 1 is one of the driving forces for economic growth and industrial competitiveness in the western region of Indonesia.

Descriptive Statistical Analysis

Descriptive Statistical Analysis is an analysis method used to describe, summarize, and present research data through measures such as mean, median, standard deviation, percentage, and frequency distribution. This analysis aims to provide a preliminary overview of the characteristics of the research data.

Table 1. Descriptive Statistical Analysis
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Commitment	98	11	25	19.59	2.987
Motivation	98	10	25	18.71	3.259
Retention	98	10	25	18.66	3.491
Employee Performance	98	11	25	18.39	2.776
Valid N (listwise)	98				

Sumber: Hasil olah data SPSS, 2025

Based on the results of the Descriptive Statistical Analysis in Table 1, all research variables consisting of commitment, motivation, retention, and employee performance show an average value that is in the high category, indicated by a mean value that is close to the maximum value of each variable. The commitment variable had the highest average of 19.59, followed by motivation of 18.71, retention of 18.66, and employee performance of 18.39, with a relatively low standard deviation that illustrates stable and homogeneous data variation among 98 respondents.

Classic Assumption Test

The Classic Assumption Test is a series of statistical tests conducted to ensure that the regression model meets the basic assumptions so that the results of the analysis become valid. The tests include normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests.

a. Normality Test

Normality Test is a test used to ensure that the data or residuals in a regression model are normally distributed. The test can be done through the Kolmogorov–Smirnov, Shapiro–Wilk test, or by looking at graphs such as histograms and normal probability plots (P-P Plots).

Table 2. Kolmogorov–Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		98
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.15104395
Most Extreme Differences	Absolute	.079
	Positive	.040
	Negative	-.079
Test Statistic		.079
Asymp. Sig. (2-tailed) ^c		.146
Monte Carlo Sig. (2-tailed) ^d	Sig.	.141
	99% Confidence Interval Lower Bound	.132
	Upper Bound	.150

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Sumber: Hasil olah data SPSS, 2025

The results of the Kolmogorov–Smirnov normality test in Table 2 show that the value of Asymp. Sig. (2-tailed) is 0.146 and Monte Carlo Sig. value is 0.141, both greater than 0.05. This indicates that the residuals in the regression model are normally distributed, so the assumption of normality has been fulfilled and the model is feasible to use in subsequent regression analysis.

b. Multicollinearity Test

The Multicollinearity Test is a test to find out if there is a very strong relationship between independent variables in a regression model. The test is usually carried out by looking at the values of Tolerance and Variance Inflation Factor (VIF), where $VIF > 10$ or $Tolerance < 0.1$ indicates the presence of multicollinearity.

Table 3. Multicollinearity Test
Coefficients^a
Collinearity Statistics

Model		Tolerance	VIF
1	Commitment	.930	1.075
	Motivation	.852	1.173
	Retention	.799	1.252

a. Dependent Variable: Employee Performance

Sumber: Hasil olah data SPSS, 2025

The results of the Multicollinearity Test in Table 3 show that all independent variables (commitment, motivation, and retention) have a Tolerance value above 0.10 and a VIF value below 10. This condition confirms that there is no multicollinearity between variables.

c. Heteroscedasticity Test

The Heteroscedasticity Test is a test to ensure that the residual variance in the regression model is constant and unchanging. The test can be performed using the Glejser test, the Breusch–Pagan test, or by observing the pattern of points on the scatterplot between the residual and the predicted value.

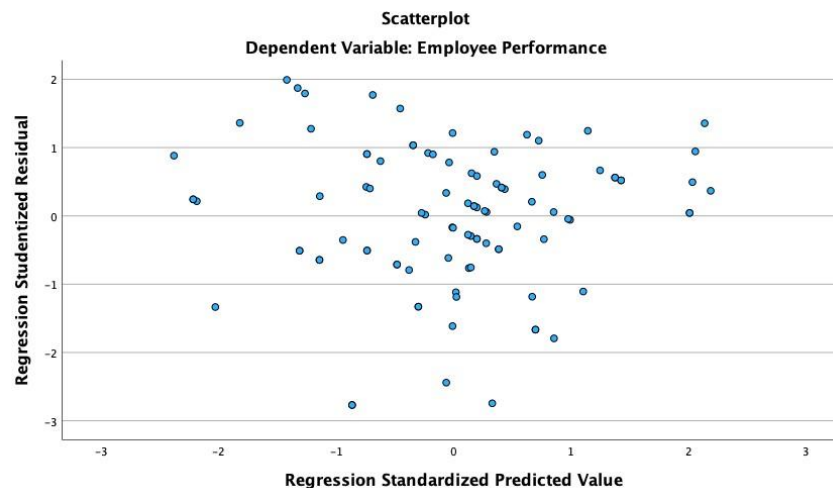


Figure 1. Scatterplot Heteroscedasticity Test

Source: SPSS data processing results, 2025

Based on the Scatterplot Heteroscedasticity Test in Figure 1, it can be seen that the residual dots are scattered randomly without forming a specific pattern, either constricting or widening patterns. This random distribution pattern suggests that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is an analysis method used to measure the influence of more than one independent variable on one dependent variable simultaneously. This analysis helps determine how much each independent variable contributes in explaining the variation of the bound variable as well as predicting the value of Y based on a combination of several X's.

Table 4. Multiple Linear Regression Analysis
Coefficients^a

Model		Unstand Coeff	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.439	1.920		2.312	.023
	Commitment	.229	.077	.247	2.978	.004
	Motivation	.187	.074	.219	2.531	.013
	Retention	.319	.071	.402	4.493	<.001

a. Dependent Variable: Employee Performance Source:

SPSS data processing results, 2025

Based on Table 4 above, the Unstandardized coefficient B forms the multiple linear regression equation as follows:

$$Y = 4,439 + 0,229 X_1 + 0,187 X_2 + 0,319 X_3 + e,$$

Based on Table 4 above, the Unstandardized B coefficient forms the multiple linear regression equation as follows:

The interpretation of the equation is as follows:

The constant coefficient of 4.439 indicates that if commitment, motivation, and retention are not taken into account (zero), then employee performance remains at 4.439. This indicates that there are other factors outside the model that still affect the employee's baseline performance.

A commitment coefficient (X_1) of 0.229 means that every increase in one unit of commitment will improve employee performance by 0.229. On the other hand, if commitment decreases, employee performance will also decrease.

The motivation coefficient (X_2) of 0.187 indicates that every increase in one unit of motivation will increase employee performance by 0.187. This indicates that the higher the motivation that employees have, the better the performance will be produced.

The retention coefficient (X_3) of 0.319 has the greatest influence value, which means that every increase in employee retention will increase employee performance by 0.319. Thus, the higher the retention or desire of employees to stay at work, the more the quality of performance achieved.

a. Partial Test (t)

Partial Test (t) is a statistical test used to determine the influence of each independent variable individually on the dependent variable in a regression model. The provision is determined by comparing the t-calculated value with the t-table or looking at the significance value, where the variable is declared to have a significant effect if the t-count > t-table or pvalue < 0.05.

**Table 5. Partial Test (t)
Coefficients^a**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.439	1.920		2.312	.023
	Commitment	.229	.077	.247	2.978	.004
	Motivation	.187	.074	.219	2.531	.013
	Retention	.319	.071	.402	4.493	<.001

a. Dependent Variable: Employee Performance *Sumber:*
Hasil olah data SPSS, 2025

Based on the results of the Partial Test (t) in Table 5, it is known that all independent variables have a significance value below 0.05, which means that each variable has a significant effect on employee performance.

The results of the t-test showed that commitment had a positive and significant effect on employee performance, which was shown by a t-calculated value of 2.978 with a significance of 0.004 (<0.05). This indicates that the higher the level of commitment that employees have (both affective and normative commitments), the more performance shown in daily work activities will increase. In other words, employees who feel emotionally attached, have a sense of responsibility, and have a strong desire to remain in the organization will be more willing to make optimal contributions in completing tasks and achieving company targets.

Based on the results of the t-test, the motivation variable has a t-count of 2.531 with a significance value of 0.013 (<0.05), which means that motivation has a positive and significant effect on employee performance. This shows that employees who have high motivation, both intrinsic motivations such as job satisfaction and self-achievement, and extrinsic motivations such as incentives and recognition, will show better work performance. Increased motivation makes employees more excited, initiative, and committed to getting work done, which has a direct impact on improving the quality and quantity of their performance.

The results of the t-test showed that retention was the most dominant variable affecting employee performance, with a t-count value of 4.493 and a significance of <0.001 . This proves that the company's efforts in retaining employees through a comfortable work environment, job security, development opportunities, and good working relationships can significantly improve performance. Employees who feel valued, safe, and have a strong desire to stay in the company tend to be more focused, loyal, and have a high commitment to work, so it has a direct impact on increasing productivity and quality of output.

b. Simultaneous Test (F)

Simultaneous Test (F) is a statistical test used to determine whether all independent variables together have a significant effect on the dependent variables in a regression model, i.e. by comparing the F-calculated value with the F-table or looking at the p-value, where the model is declared significant if the F-calculation $>$ F-table or p-value $<$ 0.05.

Table 6. Simultaneous Test (F)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	298.447	3	99.482	20.835	$<.001^b$
	Residual	448.818	94	4.775		
	Total	747.265	97			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Retention, Commitment, Motivation *Sumber: Hasil olah data SPSS, 2025*

Berdasarkan hasil Simultaneous Test (F) pada Table 6, diperoleh nilai F-hitung sebesar 20,835 dengan signifikansi $<0,001$ yang jauh di bawah batas 0,05. Hasil ini menunjukkan bahwa variabel komitmen, motivasi, dan retensi secara simultan berpengaruh signifikan terhadap

kinerja karyawan. Artinya, ketiga variabel tersebut bersama-sama mampu menjelaskan variasi perubahan kinerja karyawan secara kuat dan berarti dalam model regresi.

c. Coefficient of Determination (R^2)

Coefficient of Determination (R^2) adalah ukuran yang menunjukkan seberapa besar kemampuan variabel independen secara bersama-sama dalam menjelaskan variasi variabel dependen. Nilai R^2 yang semakin mendekati 1 menunjukkan bahwa model memiliki kemampuan prediktif yang semakin baik karena sebagian besar variasi Y dapat dijelaskan oleh variabel-variabel X dalam model.

Table 7. Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.380	2.185

a. Predictors: (Constant), Retention, Commitment, Motivation

b. Dependent Variable: Employee Performance *Sumber: Hasil olah data SPSS, 2025*

Based on the results of the Simultaneous Test (F) in Table 6, an F-calculation value of 20.835 was obtained with a significance of <0.001 which is far below the limit of 0.05. These results show that the variables of commitment, motivation, and retention simultaneously have a significant effect on employee performance. This means that the three variables together are able to explain the variation in employee performance changes in a strong and meaningful way in the regression model.

d. Coefficient of Determination (R^2)

Coefficient of Determination (R^2) is a measure that shows how well independent variables together are able to explain the variation of dependent variables. An R^2 value that is getting closer to 1 indicates that the model has better predictive capabilities because most of the Y variations can be explained by the X variables in the model.

Based on the results of the Coefficient of Determination (R^2) in Table 7, an R Square value of 0.399 was obtained, which means that commitment, motivation, and retention were able to explain 39.9% of the variation in employee performance changes. Meanwhile, the Adjusted R Square value of 0.380 shows that after adjusting for the number of variables in the model, the three variables still contribute 38% to employee performance. Thus, this regression model has quite good predictive capabilities, although there are still 60.1% of other factors outside the model that also affect employee performance.

Conclusion

Based on the results of research that has been conducted, it can be concluded that commitment, motivation, and retention have an important role in improving employee performance. Partially, these three variables were shown to have a positive and significant effect on performance, with retention as the most dominant factor. This shows that employees who have high commitment, strong work motivation, and a desire to stay in the company tend to contribute more optimally to work.

Simultaneously, commitment, motivation, and retention also have a significant effect on employee performance, which indicates that these three variables together are able to explain about 39.9% of performance variations. However, there are still other factors outside of this

research model that also affect employee performance. As such, companies need to strengthen their commitment enhancement strategies, build effective motivation systems, and optimize retention programs to drive performance improvement.

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