

## The Effect of Human Resource Quality, Work Professionalism, and Commitment on Employee Performance: A Case Study At PT Pelindo Multi Terminal

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**Abstract**—This paper examines the relationship between human resource quality, work professionalism, and employee commitment on performance at PT Pelindo Multi Terminal Branch Belawan. Using a quantitative approach with a full sample of 50 employees, the study found that human resource quality ( $\beta = 0.316$ ), professionalism ( $\beta = 0.218$ ), and commitment ( $\beta = 0.477$ ) each have a significant positive effect on performance. These results highlight the importance of improving employee capabilities, encouraging professional behavior, and fostering loyalty to enhance operational success in port activities.

**Keywords:** Commitment, Employee Performance, HR Quality, Professionalism

### 1. INTRODUCTION

Employee performance is essential to ensure smooth operations and strategic progress, especially in logistics and service sectors. As competition intensifies globally, companies must rely on skilled and adaptable human resources to stay ahead. PT Pelindo Multi Terminal Branch Belawan is a major logistics player in North Sumatra, significantly supporting Indonesia's port infrastructure [30]. According to its 2023 Annual Report, the company managed 303,221 ship calls—a 4.21% rise compared to the previous year—and processed 13.57 million TEUs and 169.85 million tons of non-container cargo. Revenue reached IDR 31.02 trillion with a net profit of IDR 4.01 trillion, marking a 2.66% year-on-year growth [15].

Despite these successes, operational issues remain, including inconsistent service quality and vessel waiting times. While the average waiting time has been reduced to under 30 minutes—faster than the industry standard—employees face higher workloads and technological shifts, requiring enhanced skillsets and flexibility [16]. This situation necessitates a renewed focus on the factors affecting employee performance. Effective human resource management must not only enhance productivity but also build adaptability and resilience to align with organizational targets [17]. Previous studies have consistently identified human resource quality (skills and competencies), professionalism (integrity and discipline), and commitment (loyalty and emotional attachment) as key determinants of performance [18].

Research by [1] affirmed that HR quality and professionalism positively affect performance. Gerhana et al. (2019) emphasized the significant contribution of commitment, explaining up to 52% of performance outcomes. Similarly, [2] showed that these three variables collectively explain 67% of performance variations. [3] further validated these simultaneous effects.

In response to the discerned findings and extant research lacunae, this inquiry endeavors to empirically interrogate the discrete and synergistic ramifications of human

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Received: 20 Februari 2025

Reviewed: 14 June 2025

Accepted: 29 June 2025

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resource caliber, professional rectitude, and organizational commitment on personnel performance at PT Pelindo Multi Terminal Branch Belawan, thereby furnishing pragmatic implications for human capital strategies within port operational contexts.

## **2. THEORETICAL REVIEW**

### **2.1 Employee Performance**

Employee performance refers to measurable actions and outcomes contributing to organizational objectives [4]. Highlight the importance of skills, motivation, and a supportive environment [19]. At PT Pelindo, strong performance ensures operational punctuality, safety, and service quality

### **2.2 HR Quality**

Quality of human resources (HRQ) refers not only to employees' academic or technical competencies but also to their values, attitudes, and behavioral alignment with the company's strategic vision [5]. For a port operator such as Pelindo, which operates in a fast-paced and technologically dynamic environment, high HRQ ensures better adaptability and service excellence. As explained by [3], HRQ includes both physical readiness (e.g., health) and intangible assets such as emotional intelligence, critical thinking, and professional ethics [29]. A workforce with enhanced HRQ is more capable of navigating regulatory updates, safety protocols, and digital tools, all of which are essential in high-performance logistics operations [20].

### **2.3 Work Professionalism**

Work professionalism reflects an employee's commitment to competence, discipline, and ethical standards in fulfilling their job roles. According to [6], professionalism can be observed through consistency in delivering high-quality work, meeting deadlines, and maintaining accuracy [21]. Within port operations, a professional workforce is directly linked to improved service delivery, shorter vessel turnaround times, and customer satisfaction. [1] argue that professionalism also involves teamwork, responsibility, and alignment with organizational values. Thus, professionalism is both a skill set and a mindset that supports organizational goals [22].

### **2.4 Commitment**

Commitment refers to the emotional and psychological attachment an employee has to their organization [7]. It drives loyalty, reduces absenteeism, and enhances performance, which is vital for cohesive team performance in logistics. [8] emphasize that high levels of commitment lead to increased motivation, lower turnover intentions, and enhanced job performance. Such commitment becomes particularly important in companies that rely on consistent service delivery and team cohesion [23]. As explained earlier, the conceptual framework can be outlined as follows:

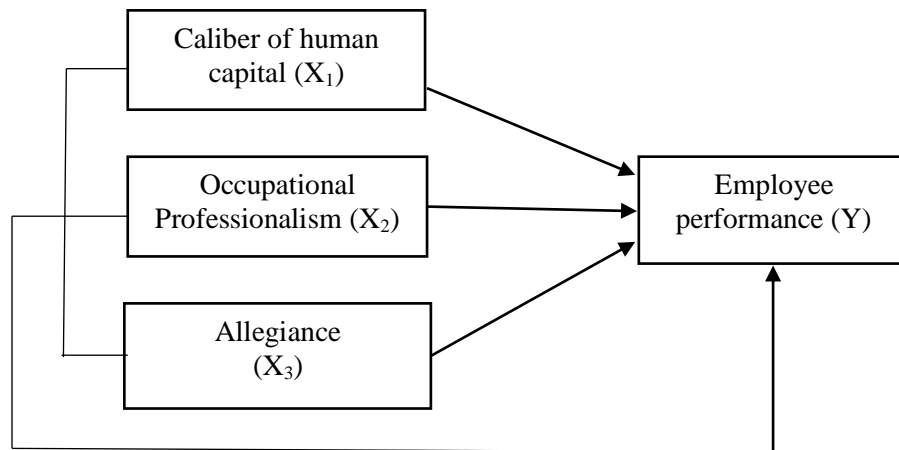


Figure 1. Research Framework

Anchored in the theoretical scaffold, the ensuing conjectures of this investigation are articulated as follows:

- H1 : The caliber of human resources exerts a favorable and statistically salient impact on personnel performance at PT Pelindo Multi Terminal Branch Belawan.
- H2 : Occupational professionalism contributes positively and significantly to the enhancement of employee performance within PT Pelindo Multi Terminal Branch Belawan.
- H3 : Commitment engenders a positive and consequential effect on workforce performance at PT Pelindo Multi Terminal Branch Belawan.
- H4 : In aggregate, human resource caliber, occupational professionalism, and commitment collectively manifest a significant influence on employee performance.

### 3. RESEARCH METHODS

This scholarly inquiry employs a quantitative explanatory paradigm, encompassing the entire cohort of 50 employees as the respondent base. Empirical data were procured via rigorously structured survey instruments, utilizing a five-tier Likert scale (spanning from 1 = Strongly Disagree to 5 = Strongly Agree). The measurement apparatuses manifested robust construct validity and internal consistency, evidenced by Cronbach's Alpha coefficients surpassing the 0.6 threshold [24]. Analytical procedures were executed using SPSS version 23, incorporating descriptive evaluations, classical assumption diagnostics (including tests for normality, multicollinearity, and heteroscedasticity), in tandem with multiple linear regression modeling [28]. Hypothetical propositions were scrutinized through both partial (t-tests) and simultaneous (F-tests) significance assessments, while the coefficient of determination ( $R^2$ ) was harnessed to gauge the model's explicative prowess [25].

## 4. RESULTS DAN DISCUSSION

### 4.1 RESULTS

Regression analysis confirmed that all three factors significantly and positively affect performance. The model is:

$$Y = 6.944 + 0.316X_1 + 0.218X_2 + 0.477X_3 + e,$$

Where:

Y = represents performance

$X_1$  = HR quality

$X_2$  = professionalism

$X_3$  = commitment

e = error term

The constant value of 6.944 implies the base level of employee performance when all independent variables are assumed to be zero. The regression coefficients indicate the following:

- a. A one-unit increase in human resource quality leads to a 0.316 increase in performance
- b. A one-unit increase in professionalism results in a 0.218 increase
- c. A one-unit increase in commitment contributes the most, with an increase of 0.477
- d. The t-test results show that each variable significantly influences performance:
- e. Human Resource Quality:  $p = 0.002 < 0.05$ ;  $t = 4.025 > 2.013$
- f. Work Professionalism:  $p = 0.002 < 0.05$ ;  $t = 2.048 > 2.013$
- g. Commitment:  $p = 0.001 < 0.05$ ;  $t = 3.661 > 2.013$

The F-statistic of 95.700 ( $p = 0.000 < 0.05$ ) substantiates that, when considered collectively, the three variables exert a significant influence on employee performance. Additionally, the Adjusted  $R^2$  value of 0.824 suggests that approximately 82.4% of the variability in employee performance can be accounted for by these predictors, whereas the remaining 17.6% is likely attributable to extraneous factors not incorporated within this analytical framework.

## 4.2 DISCUSSION

### 4.2.1 Effect of Human Resource Quality on Employee Performance

Based on the t-test findings, the human resource quality variable exerts a positive and statistically significant effect on employee performance, as evidenced by a p-value of  $0.002 < 0.05$  and a t-value of 4.025, which surpasses the critical t-table value of 2.013. This outcome necessitates the rejection of  $H_0$  in favor of  $H_1$ , implying that an incremental enhancement of one unit in human resource quality is projected to elevate employee performance by approximately 0.316 units. This result corroborates the conclusions drawn by [9] and [10], who likewise affirmed a robust association between HR quality and performance. Nevertheless, while the majority of employees conveyed affirmative feedback, a subset voiced reservations. One respondent noted, "The training provided doesn't directly address my job needs," highlighting a misalignment between employee expectations and the organization's HR development initiatives [27]. Such discrepancies may stem from heterogeneity in educational backgrounds or unequal access to developmental resources. Consequently, it is imperative for the organization to reassess and refine its training strategies to ensure they are inclusive, role-relevant, and conducive to supporting both current and prospective competency requirements of employees.

### 4.2.2 The Effect of Work Professionalism on Employee Performance

The t-test analysis reveals that work professionalism exerts a significant influence on employee performance, as indicated by a p-value of 0.000 and a t-statistic of 2.048, which exceeds the critical t-table threshold of 2.013. The regression coefficient of 0.218 suggests that higher levels of professionalism contribute positively to performance, albeit to a lesser extent compared to the impacts of human resource quality or commitment. While most respondents supported the statements about professionalism, some pointed out barriers like time limitations and challenges in workload management. One employee commented, "I often run out of time to complete tasks due to an imbalanced workload." This suggests that despite recognizing the value of professionalism, systemic issues may hinder its full implementation. These results align with studies by [11] and [12], which emphasize professionalism as a vital component of performance. It is recommended that managers address workload balance and strengthen professional practices across all departments.

### 4.2.3 Effect of Commitment on Employee Performance

The commitment variable exerted the paramount impact on personnel performance, as evidenced by a regression coefficient of 0.477, a significance threshold of 0.001, and a t-statistic of 3.661 surpassing the critical t-table value of 2.013, thereby establishing it as the most preeminent determinant among the triad of factors examined. This strong effect likely stems from the emotional ties and loyalty that employees develop over time. One employee described this by stating, “I feel Pelindo is like my second home,” signaling deep personal commitment and shared ownership of company success. These outcomes support the findings of [13] and [14], who emphasize commitment as crucial to sustaining employee performance. Encouraging a workplace culture that nurtures engagement and a sense of ownership is key to ensuring long-term success.

### 4.2.4 The Synergistic Influence of Human Capital Caliber, Occupational Professionalism, and Dedication on Workforce Efficacy

The results indicate that when combined, HR quality, professionalism, and commitment significantly and jointly influence employee performance. The dominant role of commitment ( $\beta = 0.477$ ), followed by HR quality ( $\beta = 0.316$ ) and professionalism ( $\beta = 0.218$ ), suggests that emotional and motivational factors may have greater impact than skills or technical knowledge alone. Managers should thus prioritize not only technical training but also strategies that foster long-term loyalty and engagement [26].

## 5. CONCLUSION

This investigation infers that the caliber of human resources, occupational professionalism, and individual commitment each impart a constructive and statistically consequential impact on the performance of personnel at PT Pelindo Multi Terminal Branch Belawan. Of these determinants, commitment exhibited the most pronounced effect, underscoring the pivotal importance of affective attachment and institutional allegiance in catalyzing workforce efficacy within demanding logistical contexts. The research further revealed that while human resource quality and professionalism are essential, there are gaps between employee expectations and the actual implementation of training and professional development programs. For instance, some respondents indicated that training sessions were not fully aligned with their job functions, potentially limiting their practical effectiveness. In summary, employee performance is best enhanced through a balanced focus on technical competence, professional behavior, and strong emotional attachment to organizational goals. These findings emphasize the need for holistic human resource strategies that integrate skill development with psychological and motivational support.

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