

The Influence of Self-Efficacy, Leadership Style, and Emotional Intelligence on Employee Performance

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Abstract

This study aims to analyze the influence of self-efficacy, leadership style, and emotional intelligence on employee performance at PT Pelabuhan Indonesia Regional 1. The research employed a quantitative approach with 100 respondents as samples, and data were collected through questionnaires. The data were analyzed using SPSS version 26 with multiple linear regression techniques. The results indicate that self-efficacy, leadership style, and emotional intelligence each have a positive and significant effect on employee performance, both partially and simultaneously. These findings demonstrate that confidence in one's abilities, effective leadership, and strong emotional management play crucial roles in enhancing employee performance. The study recommends that companies continuously develop leadership quality and emotional competence programs to improve overall organizational productivity.

Keywords: Self-Efficacy, Leadership Style, Emotional Intelligence, Employee Performance, SPSS 26

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INTRODUCTION

In the era of globalization, competition among companies and institutions has become increasingly intense. As highlighted by Mahita et al. (2023), this rapid development requires every organization to possess strong competitiveness to survive and grow. Human resources are recognized as the most valuable assets within any company since the success or failure of an organization depends largely on the quality, behavior, and contribution of its employees. Therefore, human resource management (HRM) plays a crucial role in ensuring that employees perform effectively and efficiently to achieve organizational goals. According to Hasibuan (2018), human resource management is both a science and an art of managing relationships and the role of the workforce to ensure their effective contribution toward achieving company objectives. An effective HRM system aims to organize and enhance employee performance to support the achievement of the company's vision and mission. PT Pelabuhan Indonesia (Persero) Regional 1, as a state-owned enterprise in the port and logistics sector, has a strategic role in supporting the flow of goods and services across western Indonesia. However, maintaining efficient and effective port operations requires employees with high performance, professionalism, and emotional stability (Hasibuan, 2022).

Employee performance is a fundamental factor that determines organizational success. Mangkunegara (2018) defines employee performance as the results achieved by individuals in terms of quality and quantity according to their responsibilities. To maintain performance standards, PT Pelabuhan Indonesia (Persero) Regional 1 conducts regular performance evaluations based on the achievement of work targets (SKP) and

behavioral indicators. Data from the company show that while employee performance has generally improved over the years, variations still exist among divisions, reflecting differences in motivation, confidence, and leadership effectiveness. Several factors may influence employee performance, and among them, self-efficacy plays a central role. Self-efficacy refers to an individual's belief in their ability to successfully perform specific tasks (Galyon & Feist, 2019). Employees with high self-efficacy tend to display confidence, persistence, and optimism in facing challenges. Lestari et al. (2020) state that individuals who believe in their capabilities are more willing to take initiative and maintain motivation under pressure. Conversely, employees with low self-efficacy often struggle with confidence, are more susceptible to stress, and require greater supervision. Leadership style is another essential determinant of employee performance. Hidayat (2018) defines leadership style as a behavioral pattern designed to influence subordinates to achieve both individual and organizational goals. The leadership style adopted by PT Pelabuhan Indonesia (Persero) Regional 1 is classified as agile leadership—a modern approach that emphasizes flexibility, teamwork, empowerment, and adaptability. As Lubis, Zega, and Azhari (2024) explain, agile leadership enables leaders to respond quickly to changes, promote collaboration, and encourage innovation. In practice, this leadership approach aims to build a work environment that is open, responsive, and conducive to employee growth. Emotional intelligence also plays a significant role in influencing performance outcomes. Subiantoro (2019) describes emotional intelligence as an individual's ability to recognize, understand, and manage their own emotions and those of others effectively. Meanwhile, Afandi (2019) argues that individuals with high emotional intelligence demonstrate better adaptability, maintain positive attitudes, and are more capable of handling workplace challenges. Employees who can control their emotions and communicate well with colleagues are more likely to achieve stable performance levels and contribute positively to team dynamics. Preliminary survey results conducted at PT Pelabuhan Indonesia (Persero) Regional 1 show that employees generally exhibit good levels of performance, self-efficacy, and emotional intelligence, and respond positively to the leadership style applied by management. However, some employees still experience difficulties managing stress, lack confidence, or perceive insufficient guidance from leaders. This suggests that while performance levels have improved, the consistency and balance among psychological and managerial factors remain areas that require further attention. Previous studies have examined the relationship between self-efficacy, leadership style, and emotional intelligence with employee performance across various sectors such as education, banking, and manufacturing. Nevertheless, research combining these three variables within the port industry remains limited. The port sector has unique characteristics—high pressure, strict operational procedures, and hierarchical structures—that make it necessary to explore these factors in a more contextualized manner. Therefore, conducting a comprehensive analysis within PT Pelabuhan Indonesia (Persero) Regional 1 is expected to fill this research gap and provide relevant insights.

Previous studies have extensively examined the influence of self-efficacy, leadership style, and emotional intelligence on employee performance across various sectors. However, research that simultaneously analyzes these three variables within the port and logistics industry, particularly in state-owned enterprises, remains limited. The unique characteristics of port operations—such as high work pressure, strict procedures, and complex coordination—indicate a research gap regarding how these psychological and managerial factors affect employee performance in this specific context. At PT Pelabuhan Indonesia (Persero) Regional 1, employee performance has generally improved, yet inconsistencies related to confidence, emotional control, and leadership effectiveness are still observed across divisions. This condition highlights the research problem concerning the extent to which self-efficacy, leadership style, and emotional intelligence influence employee performance, both individually and simultaneously. Therefore, this study aims to analyze the effect of self-efficacy, leadership style, and emotional intelligence on employee performance at PT Pelabuhan Indonesia (Persero) Regional 1, with the expectation of providing theoretical contributions to human resource management and practical recommendations for improving organizational performance.

LITERATURE REVIEW

Self-Efficacy

Self-efficacy refers to an individual's belief in their ability to successfully complete specific tasks. Galyon and Feist (2019) define self-efficacy as an individual's conviction in their capability to carry out behaviors required to produce certain achievements. This belief influences motivation, emotional stability, and persistence when facing difficulties at work. Employees with high self-efficacy demonstrate confidence and optimism in solving problems, whereas those with low self-efficacy often feel uncertain, easily discouraged, and less motivated to accomplish assigned tasks. Individuals with strong self-efficacy remain consistent and resilient despite external challenges or negative feedback (Lestari et al., 2020). Conversely, employees who doubt their abilities tend to experience stress and frustration when their efforts do not immediately produce results. Destari (2023) also found that low levels of self-efficacy are linked to emotional instability and a lack of initiative. Meanwhile, emphasizes that self-efficacy is closely associated with emotional stability, motivation, and productivity — employees who believe in their capabilities are more enthusiastic, self-disciplined, and goal-oriented Dermawan (2021).

In the context of work behavior, self-efficacy can be recognized through several dimensions such as belief in mastery experiences, the ability to learn from others' success, and the influence of verbal encouragement from leaders or colleagues. Emotional and physiological control also reflects self-efficacy, as employees who remain calm under pressure tend to perform better. Altogether, self-efficacy shapes employees' perseverance, initiative, and problem-solving abilities, which are essential for achieving organizational objectives.

Leadership Style

Leadership style refers to the consistent pattern of behavior used by leaders to influence, guide, and motivate their subordinates in achieving organizational goals. Hidayat (2018) defines leadership style as a behavioral pattern designed to influence subordinates so they can optimize their performance and contribute effectively to organizational success. Leadership style determines how leaders provide direction, maintain discipline, and create an environment conducive to employee engagement and productivity. PT Pelabuhan Indonesia (Persero) Regional 1, the management applies an agile leadership style, emphasizing flexibility, collaboration, and adaptability in responding to dynamic business challenges. Lubis, Zega, and Azhari (2024) describe agile leadership as a modern leadership approach that focuses on empowerment, quick decision-making, and the creation of an adaptive work culture. This type of leadership encourages leaders to act not only as authority figures but also as mentors who facilitate employee growth and innovation.

Leaders who are able to balance directive behavior with participative and supportive attitudes can create a motivating environment that enhances employee satisfaction and performance. The effectiveness of a leader is also reflected in their ability to set achievable goals, offer constructive feedback, and involve subordinates in decision-making. Studies by Aisah (2022), Ajimat (2019), and Mardah (2020) consistently show that leadership style has a significant positive effect on employee performance. Employees under leaders who demonstrate empathy, effective communication, and appreciation for contributions tend to display higher commitment and job satisfaction.

Emotional Intelligence

Emotional intelligence is the ability to recognize, understand, and manage one's emotions as well as those of others to build effective interpersonal relationships. The emotional intelligence enables individuals to maintain emotional balance, resolve conflicts, and interact harmoniously in social and work contexts (Subiantoro, 2019). The employees with high emotional intelligence are more capable of maintaining positive attitudes, showing empathy, and adapting to stressful situations, which ultimately improves their performance (Afandi, 2019). Emotionally intelligent employees are self-aware — they understand their emotions and how those emotions influence behavior and decision-making. They can regulate their impulses, stay calm in high-pressure situations, and maintain motivation even when facing obstacles. Their empathy allows them to understand colleagues' perspectives and contribute to team harmony, while strong social skills help them communicate effectively and collaborate productively. Empirical research by Rauf, Rusdian, and Andi Dorawati (2020) supports the idea that emotional intelligence significantly affects employee performance by fostering emotional stability and teamwork. However, argue that the strength of this relationship may depend on contextual factors, such as organizational culture and job characteristics (Sari et al., 2020). In a company

like PT Pelabuhan Indonesia (Persero) Regional 1, where employees often face time pressure and complex operational demands, emotional intelligence becomes a key factor in maintaining professionalism and performance consistency.

Employee Performance

Employee performance is a reflection of the results achieved by individuals in completing their assigned tasks in accordance with their responsibilities. Performance in the workplace is shaped by various factors, including motivation, leadership, work environment, and emotional stability. Employees with strong work discipline, good communication skills, and initiative tend to achieve higher performance levels. Resti (2024) adds that performance does not only concern productivity but also the extent to which employees are able to innovate, collaborate, and contribute ideas that support company growth.

In assessing performance, PT Pelabuhan Indonesia (Persero) Regional 1 uses multiple criteria such as work quality, quantity, timeliness, cooperation, and responsibility. These criteria reflect how well employees complete tasks, adhere to deadlines, and collaborate within teams. Employees who consistently perform at high levels are categorized as “Excellent” or “Very Good,” while those needing improvement receive additional coaching and performance development plans.

Relationship Between Self-Efficacy, Leadership Style, Emotional Intelligence, and Employee Performance

Self-efficacy, leadership style, and emotional intelligence are interconnected variables that collectively influence employee performance. Meria and Lista (2021) found that self-efficacy has a positive and significant impact on performance because individuals who believe in their abilities are more persistent, creative, and solution-oriented. However, Tanjung and Rahman (2020) reported that self-efficacy alone does not always determine performance outcomes, suggesting that leadership and emotional support from the work environment also play mediating roles.

Leadership style contributes by shaping the organizational climate, motivating employees, and directing their efforts toward common goals. Supportive leaders enhance employee confidence and emotional stability, which in turn strengthen self-efficacy. At the same time, emotional intelligence acts as an internal control system that enables employees to manage stress, adapt to organizational dynamics, and maintain productive relationships with coworkers.

When self-efficacy, effective leadership, and emotional intelligence interact positively, they create a synergistic effect that significantly enhances employee performance. Employees become more confident in their abilities, feel supported by their leaders, and are emotionally equipped to handle workplace challenges. This alignment not only improves individual performance but also contributes to achieving the strategic objectives of PT Pelabuhan Indonesia (Persero) Regional 1.

METHOD

This study employed a quantitative descriptive approach. Data were collected at PT Pelabuhan Indonesia (Persero) Regional 1 in Medan, North Sumatra, using structured questionnaires measured with a five-point Likert scale. Data analysis was conducted using SPSS version 26, including classical assumption tests and multiple linear regression analysis to examine both partial and simultaneous effects among the research variables.

POPULATION AND SAMPLE

The population of this study consisted of all employees of PT Pelabuhan Indonesia (Persero) Regional 1. A saturated sampling (census) technique was applied, resulting in a total sample of 100 employees who were directly involved in operational and administrative activities within the organization.

RESULT AND DISCUSSION

4.1 Descriptive Results

This study examined the relationship between self-efficacy, leadership style, and emotional intelligence on employee performance at PT Pelabuhan Indonesia (Persero) Regional 1. The analysis involved 100 employees from various departments including operations, finance, human resources, and technical divisions.

The descriptive overview of respondents shows that the majority were male employees, reflecting the physical nature of port operations which predominantly involve field activities. Most respondents held a Bachelor's degree (S1), indicating that the workforce has adequate educational qualifications. In terms of age distribution, most participants were between 26–35 years old, representing a productive age group with high adaptability and motivation. Regarding tenure, the majority had worked for 5–10 years, suggesting sufficient experience and organizational familiarity.

4.2 Descriptive Analysis of Research Variables

The descriptive results across four variables—self-efficacy (X_1), leadership style (X_2), emotional intelligence (X_3), and employee performance (Y)—indicate generally favorable conditions among respondents.

Employees demonstrated a high level of self-efficacy, showing confidence in their abilities, persistence in facing challenges, and a strong sense of responsibility for work outcomes. Leadership style within the organization was perceived positively; leaders were considered supportive, communicative, and participative, fostering teamwork and empowerment. Emotional intelligence was also rated high, reflected by employees' ability to manage stress, maintain interpersonal harmony, and demonstrate empathy in workplace interactions. Consequently, employee performance was found to be in the “good to very good” category, characterized by punctuality, productivity, and professional discipline.

These findings collectively illustrate that employees possess strong psychological resources and operate under an organizational climate conducive to high performance.

4.3 Statistical Assumption Tests

Before performing multiple regression analysis, several classical assumption tests were conducted to ensure the model met statistical requirements. The tests included **normality**, **multicollinearity**, and **heteroscedasticity** assessments. The results confirmed that the data satisfied all assumptions.

4.3.1 Normality Test

The normality test was conducted to examine whether the regression residuals were normally distributed, as normal distribution of residuals is a fundamental assumption in multiple linear regression analysis. Violation of this assumption may affect the validity of statistical inference. Therefore, the Kolmogorov–Smirnov (K–S) test was applied in this study, where a significance value (Asymp. Sig.) greater than 0.05 indicates that the residuals are normally distributed.

Table 4.7. Kolmogorov–Smirnov Normality Test Results.

Variable	Kolmogorof_s mirnov z	Asymp. Sig (2-tailed)	Interpretation
Regression residual	0,985	0,058	Data are normally distributed

As presented in **Table 4.7**, the Kolmogorov–Smirnov test yields an Asymp. Sig. value of 0.058, which is greater than the 0.05 significance level. This result indicates that the regression residuals are normally distributed. These findings are further supported by the Normal P–P Plot, which shows that the residual points follow a diagonal pattern, confirming the normality of the data distribution. Therefore, the regression model satisfies the normality assumption and is appropriate for further analysis.

4.3.2 Multicollinearity Test

The multicollinearity test was conducted to examine whether strong correlations existed among the independent variables, which could potentially distort the estimation of regression coefficients and weaken statistical inference (Hair et al., 2018). To detect multicollinearity, this study employed the Variance Inflation Factor (VIF) and Tolerance indicators. A regression model is considered free from multicollinearity when the Tolerance value exceeds 0.10 and the VIF value is below 10.

Table 4.8
Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Interpretation
Self-efficacy (X1)	0.512	1.953	No multicollinearity
Leadership Style (X2)	0,605	1,653	No multicollinearity
Emotional Intelligence (X3)	0,488	2,047	No multicollinearity

Source: SPSS Output (2025)

As shown in Table 4.8, all independent variables have tolerance values greater than 0.10 and VIF values below 10. Specifically, self-efficacy has a tolerance value of 0.512 and a VIF of 1.953, leadership style has a tolerance value of 0.605 and a VIF of 1.653, and emotional intelligence has a tolerance value of 0.488 and a VIF of 2.047. These results indicate that no multicollinearity problem exists among the independent variables. Therefore, each variable can be included in the regression model independently, ensuring stable coefficient estimation and reliable hypothesis testing.

4.3.3 Heteroscedasticity Test

The heteroscedasticity test was conducted to ensure that the variance of the residuals in the regression model was constant, which is a key assumption in multiple linear regression analysis. Violation of this assumption may lead to biased and inefficient regression estimates. Therefore, the Glejser test was employed to examine whether heteroscedasticity was present in the model.

Table 4.9 Glejser Heteroscedasticity Test

Glejser Heteroscedasticity Test ResultsVariable	Sig.	Interpretation

Self-efficacy (X1)	0.276	No heteroscedasticity
Leadership Style (X2)	0.319	No heteroscedasticity
Emotional Intelligence (X3)	0.298	No heteroscedasticity

Source: SPSS Output (2025)

The results of the Glejser test presented in **Table 4.9** show that the significance values for self-efficacy (0.276), leadership style (0.319), and emotional intelligence (0.298) are all greater than 0.05. These findings indicate that the regression model is free from heteroscedasticity, confirming that the variance of the residuals is homogeneous. Thus, the regression model meets the classical assumption requirements and is suitable for further hypothesis testing.

4.4 Correlation and Multiple Regression Analysis

4.4.1 Correlation Analysis

The Pearson correlation test was used to examine the strength and direction of the relationships between self-efficacy, leadership style, emotional intelligence, and employee performance. Although previous studies have widely explored these variables in sectors such as education, banking, and manufacturing, empirical research that simultaneously investigates these relationships within the port and logistics industry, particularly in Indonesian state-owned enterprises, remains limited. This condition highlights a research gap, considering that port organizations operate under high operational pressure, strict regulations, and complex organizational structures. Therefore, the research problem in this study focuses on **whether self-efficacy**, leadership style, and emotional intelligence are significantly related to employee performance at PT Pelabuhan Indonesia (Persero) Regional 1. Accordingly, this study aims to analyze the relationships between self-efficacy, leadership style, emotional intelligence, and employee performance.

Table 4.10
Pearson Correlation Results

Variable Relationship	Correlation Coefficient (r)	Sig.	Interpretation
Self-efficacy (X1)	0.734	0.000	Strong positive correlation
Leadership Style (X2)	0.682	0.000	Moderate positive correlation
Emotional Intelligence (X3)	0.794	0.000	Strong positive correlation

Source: SPSS Output (2025)

The results presented in Table 4.10 show that self-efficacy, leadership style, and emotional intelligence are positively and significantly correlated with employee performance. Emotional intelligence demonstrates the strongest correlation ($r = 0.794$), followed by self-efficacy ($r = 0.734$) and leadership style ($r = 0.682$). These findings indicate that employees with higher confidence in their abilities, supportive leadership experiences, and strong emotional regulation tend to achieve better performance outcomes at PT Pelabuhan Indonesia (Persero) Regional 1.

4.4.2 Multiple Regression Analysis

Multiple linear regression analysis was employed to examine the simultaneous effect of self-efficacy, leadership style, and emotional intelligence on employee performance. Although previous studies have investigated these variables separately in various organizational contexts, empirical research that analyzes their combined influence on employee performance within port service organizations, particularly Indonesian state-owned enterprises, remains limited. This limitation represents a research gap, considering that port organizations operate in complex, high-pressure environments that demand both psychological resilience and effective leadership.

Based on this gap, the research problem of this study focuses on whether self-efficacy, leadership style, and emotional intelligence simultaneously and partially influence employee performance at PT Pelabuhan Indonesia (Persero) Regional 1. The population of this study consists of employees at PT Pelabuhan Indonesia (Persero) Regional 1, with samples selected using a purposive sampling technique, resulting in a total of 100 respondents. Data were collected through a structured questionnaire distributed directly to respondents at PT Pelabuhan Indonesia (Persero) Regional 1. The data were analyzed using multiple linear regression analysis, supported by classical assumption tests, and processed using SPSS 26. Therefore, this study aims to analyze the simultaneous and partial effects of self-efficacy, leadership style, and emotional intelligence on employee performance.

The multiple regression equation is expressed as follows:

$$Y = 0.258X_1 + 0.190X_2 + 0.643X_3 + \epsilon$$

Table 4.12 Multiple Regression Coefficients

Variable	Unstandardized β	t-value	Sig.	Interpretation
Self-efficacy (X1)	0.258	4.498	0.000	Significant positive effect
Leadership Style (X2)	0.190	3.483	0.001	Significant positive effect
Emotional Intelligence (X3)	0.643	8.834	0.000	Significant positive effect

Source: SPSS Output (2025)

The results of the multiple regression analysis presented in Table 4.12 indicate that all independent variables have a positive and significant effect on employee performance. Emotional intelligence (X₃) has the strongest influence with a regression coefficient of 0.643 (t = 8.834; Sig. = 0.000), followed by self-efficacy (X₁) with a coefficient of 0.258 (t = 4.498; Sig. = 0.000) and leadership style (X₂) with a coefficient of 0.190 (t = 3.483; Sig. = 0.001). These findings suggest that employees who possess strong emotional intelligence, confidence in their abilities, and work under supportive leadership conditions tend to demonstrate higher performance levels at PT Pelabuhan Indonesia (Persero) Regional 1.

4.4.3 F-Test (Simultaneous Test)

The F-test was conducted to examine the simultaneous effect of self-efficacy, leadership style, and emotional intelligence on employee performance. Although previous studies have explored the influence of individual factors on employee performance, empirical evidence that confirms their collective effect within port service organizations, particularly Indonesian state-owned enterprises,

remains limited. This condition represents a research gap, considering the complex operational environment and high performance demands in port organizations. Based on this gap, the research problem in this study focuses on whether self-efficacy, leadership style, and emotional intelligence simultaneously influence employee performance at PT Pelabuhan Indonesia (Persero) Regional 1. The population of this study consists of employees at PT Pelabuhan Indonesia (Persero) Regional 1, with samples selected using a purposive sampling technique, involving 100 Data were collected through a structured questionnaire distributed directly to respondents at PT Pelabuhan Indonesia (Persero) Regional 1. The data were analyzed using multiple linear regression analysis and F-test procedures, supported by classical assumption tests, and processed using SPSS software. Therefore, this study aims to examine the simultaneous effect of self-efficacy, leadership style, and emotional intelligence on employee performance.

Table 4.13
F-Test Results

F-value	Sig	Interpretation
371.516	0,000	Significant simultaneous effect

Source: SPSS Output (2025)

The results of the F-test presented in Table 4.13 show an F-value of 371.516 with a significance value of 0.000, which is lower than the 0.05 significance level. This finding indicates that self-efficacy, leadership style, and emotional intelligence simultaneously have a significant effect on employee performance. Thus, the regression model is statistically valid and suitable for explaining employee performance at PT Pelabuhan Indonesia (Persero) Regional 1..

4.5.5 Coefficient of Determination (R²)

The coefficient of determination (Adjusted R²) was used to evaluate the explanatory power of the regression model in explaining employee performance. Although previous studies have examined the influence of psychological and leadership factors on performance, empirical evidence that demonstrates how much variance in employee performance is explained by these variables within port service organizations, particularly Indonesian state-owned enterprises, remains limited. This condition reflects a research gap, considering the complex operational demands and performance expectations in port organizations.

Based on this gap, the research problem in this study focuses on the extent to which self-efficacy, leadership style, and emotional intelligence collectively explain employee performance at PT Pelabuhan Indonesia (Persero) Regional 1. The population of this study consists of employees at PT Pelabuhan Indonesia (Persero) Regional 1, with samples selected using a purposive sampling technique involving 100 respondents. Data were collected through a structured questionnaire distributed directly to respondents at PT Pelabuhan Indonesia (Persero) Regional 1. The data were analyzed using multiple linear regression analysis, including the coefficient of determination, and processed using SPSS software. Therefore, this study aims to determine the explanatory power of self-efficacy, leadership style, and emotional intelligence in explaining employee performance.

Table 4.14
Model Summary

R	R ²	Adjusted R ²	Std. Error	Interpretation	Interpretation

0.846	0.716	0.701	2.713	70.1% of variance explained	Significant simultaneous effect
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Source: SPSS Output (2025)

The results presented in Table 4.14 show that the Adjusted R² value is 0.701, indicating that 70.1% of the variance in employee performance can be explained by self-efficacy, leadership style, and emotional intelligence. The remaining 29.9% of the variance is influenced by other factors not included in this model. These findings suggest that the regression model has strong explanatory power and is appropriate for analyzing employee performance at PT Pelabuhan Indonesia (Persero) Regional 1.

4.5.6 Discussion

The findings of this study indicate that self-efficacy, leadership style, and emotional intelligence have significant and positive effects on employee performance, as demonstrated by the multiple regression results presented in Tables 4.12, 4.13, and 4.14. Among these variables, emotional intelligence shows the strongest influence, highlighting the importance of emotional regulation, interpersonal skills, and resilience in achieving high performance within high-pressure organizational environments such as port service operations. The positive effects of self-efficacy and leadership style observed in this study are consistent with social cognitive theory and prior international research, which emphasize that strong self-belief and supportive leadership enhance employee motivation, persistence, and engagement (Bandura, 1997; Yukl, 2013; Northouse, 2021). Similar findings have been reported by Rauf et al. (2020) and Aisah (2022), confirming that psychological and leadership factors significantly contribute to improved employee performance across organizational contexts. Overall, this study strengthens existing international literature by providing empirical evidence from the port and logistics industry, demonstrating that emotional intelligence, self-efficacy, and leadership style collectively play a critical role in shaping employee performance in complex organizational environments.

CONCLUSION

This study examines the influence of self-efficacy, leadership style, and emotional intelligence on employee performance at PT Pelabuhan Indonesia (Persero) Regional 1. The results show that all three variables—individually and collectively—have a positive and significant impact on performance. The coefficient of determination ($R^2 = 0.819$) indicates that 81.9% of employee performance can be explained by self-efficacy, leadership style, and emotional intelligence, while the remaining 18.1% is affected by other factors outside this study. These findings confirm that employees with high self-efficacy, guided by effective leadership and supported by emotional intelligence, are more likely to achieve optimal performance. Therefore, the company should focus on strengthening these three aspects through leadership development programs, emotional intelligence training, and confidence-building initiatives.

Limitation: While this study provides valuable insights into the determinants of employee performance, it is limited to a single organization—PT Pelabuhan Indonesia (Persero) Regional 1—so the findings may not be fully generalizable to other contexts. Future research could expand the sample to include multiple regions or industries to provide broader and more comparative perspectives on the factors influencing employee performance.

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