Strategies for Improving Employee Performance through the Enhancement of Personality, Trust, and Job Satisfaction: An Empirical Study on Operational Employees of PT. Lintas Buana Taksi

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ABSTRACT

This study examines strategies to enhance employee performance through the roles of personality, trust, and job satisfaction among operational employees of PT. Lintas Buana Taksi (Blue Bird Group). The research was motivated by the gap between operational targets and actual outcomes during 2021–2023, including high accident claims, increasing customer complaints, and suboptimal performance indicators in quality, quantity, effectiveness, and efficiency. These conditions highlight the significance of psychological and behavioral factors in shaping performance. The objective of this study is to analyze the direct effect of personality on performance and to assess the mediating roles of trust and job satisfaction. A quantitative survey method was applied, using questionnaires distributed to operational employees. Data were analyzed through Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results show that personality does not directly affect performance significantly; however, it has a strong positive influence on trust and job satisfaction. Furthermore, both trust and job satisfaction positively and significantly affect employee performance. Mediation analysis confirms that personality indirectly improves performance through trust and job satisfaction. These findings indicate that employee performance enhancement is more effective when personality traits are supported by a trusted work environment and higher job satisfaction. The study contributes theoretically by enriching organizational behavior and human resource management literature, and practically by offering insights for management. Personality-based recruitment, trust-building initiatives, and improvement of job satisfaction are recommended strategies to achieve sustainable employee performance in the transportation service industry.

Keywords: Personality; Trust; Job Satisfaction; Employee Performance

INTRODUCTION

Human resources (HR) are a strategic asset that determines an organization's success in achieving its long-term objectives. Employee performance does not rely solely on technical skills but is also influenced by underlying psychological and behavioral factors such as personality, trust, and job satisfaction. In the context of a transportation service company such as PT. Lintas Buana Taksi (Blue Bird Group), employee performance challenges are increasingly complex because they are directly related to service quality, customer satisfaction, and operational safety. Although Blue Bird is recognized as a leading transportation company with high service standards, operational data reveal discrepancies between performance targets and actual outcomes during the 2021–2023 period. The number of operating fleets tended to fluctuate, accident claims were relatively high, and customer complaints continued to increase year after year. Preliminary survey results also indicated that employee performance indicators including quality, quantity, effectiveness, and efficiency, remained at a suboptimal level. These facts highlight a gap between organizational expectations and actual results in the field.

Theoretically, the integrative model of organizational behavior (Colquitt et al., 2019) emphasizes that personality is a primary determinant influencing individual mechanisms, including trust and job satisfaction, which in turn affect performance. However, prior empirical studies have reported mixed findings. For instance, conscientiousness and emotional stability are often found to enhance performance, whereas other personality dimensions exert weaker effects. Similarly, the roles of trust and job satisfaction as intervening variables have not consistently shown strong evidence across studies.

This condition underscores the need for further research on how personality affects employee performance, both directly and through the mediating roles of trust and job satisfaction. This study focuses on the operational employees of PT. Lintas Buana Taksi requires intensive interaction with customers and consistent achievement of operational targets. By analyzing the relationships among these variables, this research aims to fill the existing theoretical and empirical gaps and provide a more comprehensive understanding of the psychological factors that influence employee performance.

The importance of this research lies in its dual contribution to both theory and practice. Theoretically, it enriches the body of knowledge in organizational behavior and human resource management by empirically validating the integrative model proposed by Colquitt et al. (2019) within the context of the transportation service industry. Practically, the findings are expected to serve as valuable input for PT. Lintas Buana Taksi and similar organizations are working together to formulate evidence-based strategies that enhance employee performance. Implementing personality-based recruitment, fostering a culture of mutual trust, and improving job satisfaction can create a more motivated, reliable, and high-performing workforce. Therefore, this study not only advances academic understanding but also offers actionable recommendations for achieving sustainable organizational effectiveness.

LITERATURE REVIEW

Employee performance represents a critical indicator of organizational success and competitiveness, particularly within the transportation service industry, where service quality and operational consistency are directly linked to business outcomes. Despite technological advancements and operational improvements, many organizations, including PT. Lintas Buana Taksi (Blue Bird Group), continue to face persistent performance challenges. During the 2021–2023 period, fluctuating achievement of

operational targets, a high rate of accident claims, and an increasing number of customer complaints revealed that technical and procedural factors alone were insufficient to explain variations in employee performance. These issues underscore the importance of examining psychological and behavioral factors, specifically personality, trust, and job satisfaction, that may play a more significant role in influencing employee behavior and performance outcomes.

Personality is a fundamental psychological construct that reflects relatively stable individual characteristics influencing how people think, feel, and act in the workplace. The Big Five Personality Model (McCrae & Costa, 2012) identifies five major traits: conscientiousness, extraversion, openness to experience, agreeableness, and emotional stability that have been consistently associated with work effectiveness and job performance. Judge and Zapata (2015) demonstrated that conscientiousness and emotional stability are particularly strong predictors of performance, indicating that personality can serve as a key determinant of behavioral consistency and work quality. Trust is another essential component of effective organizational functioning. According to Dirks and Ferrin (2002), trust in supervisors and colleagues promotes collaboration, open communication, and organizational commitment, all of which strengthen employee engagement and performance (Efawati, 2023). Conversely, a lack of trust fosters conflict, reduces motivation, and disrupts coordination within the workplace. Therefore, trust serves as both a psychological and relational mechanism that supports individual and organizational effectiveness.

Job satisfaction, defined as a positive emotional state resulting from the appraisal of one's job and work environment (Robbins, 2016), also plays a vital role in determining performance. High levels of job satisfaction have been linked to stronger employee loyalty, lower turnover intentions, and higher productivity (Mora et al., 2024). In the integrative model of organizational behavior proposed by Colquitt et al. (2019), job satisfaction is categorized as an individual mechanism that directly affects outcomes such as performance and organizational commitment. However, some studies suggest that job satisfaction may not always have a direct effect on performance but instead serves as a mediating variable linking other psychological factors, such as personality and trust, to employee outcomes.

Previous research has produced mixed results regarding these relationships. Some studies (Yustini et al., 2022; Andrapuri et al., 2023) confirmed the significant direct influence of personality on performance, whereas others (Taurisa & Ratnawati, 2012) emphasized the mediating role of trust and job satisfaction. This inconsistency indicates a research gap that needs to be addressed, particularly within the context of operational employees in the transportation service industry, whose work involves high stress, direct customer interaction, and strict performance targets.

Accordingly, this study aims to empirically analyze the direct and indirect effects of personality on employee performance through the mediating roles of trust and job satisfaction among operational employees of PT. Lintas Buana Taksi. The importance of this research lies in its theoretical and practical contributions. Theoretically, it enriches the body of knowledge in organizational behavior and human resource management by demonstrating that psychological and behavioral dimensions beyond technical competence significantly shape employee performance. The study also provides empirical validation of the integrative model of organizational behavior (Colquitt et al., 2019), confirming that personality, as an individual characteristic, influences performance through psychological mechanisms such as trust and job satisfaction. Practically, the research offers actionable insights for management in formulating effective human resource development strategies, including personality-based

recruitment, trust-building initiatives, and job satisfaction enhancement programs. Implementing these strategies is expected to improve employee consistency, reduce accident claims, minimize customer complaints, and ultimately enhance organizational sustainability and competitiveness in the transportation service sector.

Research Hypotheses

Based on the theoretical review and the conceptual framework described above, the research hypotheses are formulated as follows:
H1: Personality has a positive effect on employee performance. H2: Personality has a positive effect on job satisfaction
H3: Personality has a positive effect on trust
H4: Job satisfaction has a positive effect on employee performance
H5: Trust has a positive effect on employee performance.
H6: Personality has an indirect positive effect on employee performance through job Satisfaction
H7: Personality has an indirect positive effect on employee performance through trust.

RESEARCH METHOD

This study was conducted on operational employees of PT. Lintas Buana Taksi (Blue Bird Group) during the 2025 period. The company was selected because of its strategic role as a leading transportation service provider in Indonesia and its ongoing challenges in achieving operational targets, managing serious accident claim rates, and addressing an increasing number of customer complaints. These issues make the organization a relevant context for examining how psychological factors, namely personality, trust, and job satisfaction, influence employee performance.

The research employed a quantitative approach with a causal-associative design, which aims to identify the causal relationships among variables and to measure the extent of influence each variable exerts on others, both directly and indirectly. This design was chosen because it allows empirical testing of theoretical relationships derived from the integrative model of organizational behavior (Colquitt et al., 2019), enabling the researcher to validate hypotheses statistically and objectively. The population in this study consisted of all operational employees of PT. Lintas Buana Taksi. The sampling technique used was probability sampling with a simple random sampling method, ensuring that every employee had an equal opportunity to be included in the sample. The sample size was determined using Slovin's formula to achieve representativeness and minimize sampling error. Primary data were collected through a structured questionnaire distributed directly to operational employees. The questionnaire consisted of items measuring:
Personality (Big Five dimensions: extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience),
Trust (openness, fairness, management commitment, competence),
Job satisfaction (the work itself, salary, promotion, supervision, and coworkers), and
Employee performance (quality, quantity, effectiveness, and efficiency).
All items used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), except for the performance variable, which used a rating scale to measure output level.

Data analysis was carried out using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, assisted by SmartPLS software. This method was chosen due to the complexity of the research model, which includes multiple latent

constructs (independent, dependent, and mediating variables), and because SEM-PLS is effective for analyzing both direct and indirect effects within relatively small to moderate sample sizes. Moreover, SEM-PLS does not require multivariate normal distribution assumptions and is particularly suitable for exploratory or predictive research models.

Data Analysis Technique
This study employed quantitative data analysis using the Structural Equation Modeling (SEM) approach with Partial Least Squares (PLS), assisted by SmartPLS software. The choice of this method was based on the complexity of the research model, which involved latent variables as independent, dependent, and intervening variables, and aimed to test both direct and indirect relationships among variables. The analysis procedure was carried out through the following stages:

Descriptive Statistical Analysis
This stage aimed to provide a general overview of the characteristics of respondents and research variables, including mean values, standard deviations, minimums, and maximums for each indicator. The analysis was used to understand data tendencies prior to model testing.
Outer Model Evaluation (Measurement Model)
At this stage, validity and reliability tests of the constructs were conducted with the following criteria:
Convergent Validity: indicated by loading factor values ≥ 0.70 and Average Variance Extracted (AVE) ≥ 0.50.
Discriminant Validity: indicated when the square root of AVE for each construct is greater than the correlations between constructs.
Construct Reliability: assessed through Composite Reliability (CR) and Cronbach's Alpha, both of which should be ≥ 0.70.
Inner Model Evaluation (Structural Model)
This evaluation was conducted to assess the relationships among constructs with the following key indicators:
R-Square (R^2): to measure the explanatory power of independent variables on dependent variables.
Q-Square Predictive Relevance: to assess the predictive relevance of the model.
Goodness of Fit (GoF): to evaluate the overall model fit.
Hypothesis Testing (Bootstrapping)
The bootstrapping technique was applied to assess the significance of path coefficients. The testing criteria were as follows:
A hypothesis is accepted if the t-statistic ≥ 1.96 and the p-value ≤ 0.05 at a 5% significance level.
The analysis covered both direct effects and indirect effects through mediating variables (trust and job satisfaction).
Mediation Test
To confirm the role of intervening variables, mediation analysis was conducted using the indirect effect approach in SEM-PLS. Mediation is considered significant if the indirect path has a p-value ≤ 0.05

RESEARCH RESULTS
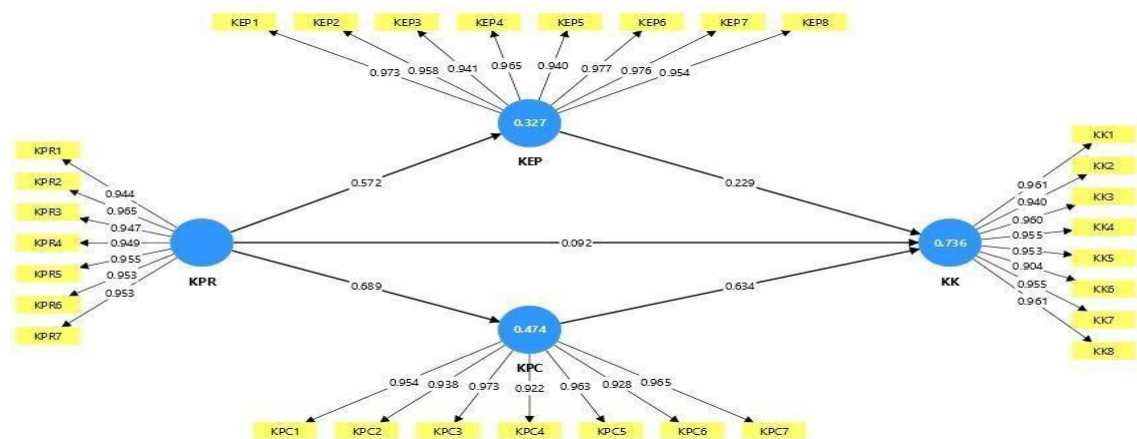
Outer Model Evaluation

Figure 1. Measurement Model (Outer Model) P-Values
Source: Data is processed by SmartPLS version 4.0, 2025

Construct Reliability dan AVE (Average Variance Extracted)
Construct Reliability and Average Variance Extracted (AVE) are calculated based on the loading factors of their respective indicators. A good CR value is generally greater than 0.70. The Average Variance Extracted (AVE) is used to assess convergent validity, with the recommended threshold being greater than 0.50.

Table 1. Construct Reliability dan AVE (Average Variance Extracted)

Variable	Cronbach's Alpha	Rho Alpha	Composite Reliability	Average variance extracted (AVE)
Job Satisfaction	0,988	0,988	0,990	0,923
Employee Performance	0,984	0,985	0,986	0,900
Trust	0,982	0,982	0,985	0,901
Personality	0,983	0,984	0,986	0,907

Source: Data is processed by SmartPLS version 4.0, 2025

Based on the table above, overall, it shows CR values > 0.70 and AVE values > 0.50, meaning that reliability and convergent validity are met. Cronbach's Alpha: All constructs have a value of ≥ 0.995. As a result, all indicators may be concluded to have met the criteria for convergent validity and are appropriate for further investigation.

Convergent Validity
Convergent Validity is one of the important aspects in PLS-SEM that ensures the indicators within a construct have a high correlation and truly reflect that construct. The fixed criteria for measuring convergent validity, according to Hair et al (2021)'s study,

are that the loading factor value be greater than 0. 7 and the AVE value be greater than 0. 5.

Table 2. Outer Loadings

Indicator	KEP	KK	KPC	KPR
KEP1	0,973			
KEP2	0,958			
KEP3	0,941			
KEP4	0,965			
KEP5	0,940			
KEP6	0,977			
KEP7	0,976			
KEP8	0,954			
KK1		0,961		
KK2		0,940		
KK3		0,960		
KK4		0,955		
KK5		0,953		
KK6		0,904		
KK7		0,955		
KK8		0,961		
KPC1			0,954	
KPC2			0,938	
KPC3			0,973	
KPC4			0,922	
KPC5			0,963	
KPC6			0,928	
KPC7			0,965	
KPR1				0,944
KPR2				0,965
KPR3				0,947
KPR4				0,949
KPR5				0,955
KPR6				0,953
KPR7				0,953

Source : Data is processed by SmartPLS version 4.0, 2025

The results of the Outer Loadings analysis indicate that all indicators of the four constructs in this study Personality (KPR), Job Satisfaction (KEP), Trust (KPC), and Employee Performance (KK) have loading values above 0.70, meaning that each indicator is individually valid in measuring its respective construct. Specifically, the indicators for KEP show values ranging from 0.941 to 0.977, KK from 0.940 to 0.961, KPC from 0.922 to 0.973, and KPR from 0.944 to 0.965. These values suggest that each indicator makes a significant contribution and demonstrates strong relevance in representing its latent construct.

Discriminant Validity

Discriminant Validity is a method in PLS-SEM used to ensure that different constructs truly have significant differences and do not overlap. The Fornell & Larcker Criterion is the method employed in this study to assess discriminant validity, and the findings are summarized in the table below :

Table 3. Discriminant Validity

Variable	KEP	KK	KPC	KPR
Job Satisfaction				
Employee Performance	0,660			
Trust	0,592	0,845		
Personality	0,579	0,669	0,699	

Source: Data is processed by SmartPLS version 4.0, 2025

Discriminant validity testing was conducted using the Fornell and Larcker criterion, which states that the square root of the Average Variance Extracted (AVE) for each construct must be greater than its correlations with other constructs. The diagonal values in the table represent the square root of AVE, where the Trust construct (KPC) shows a value of 0.845, the Personality construct (KPR) has a value of 0.699, and the Employee Performance construct (KK) records a value of 0.660. These results indicate that each construct's square root of AVE is higher than the relevant inter-construct correlations. For instance, the value of 0.845 (Trust) is greater than its correlation with Employee Performance (0.592) and Personality (0.669). Similarly, the value of 0.699 (Personality) exceeds its correlations with Trust (0.669) and Employee Performance (0.579). This confirms that each construct possesses good discriminant validity, allowing the conclusion that the constructs tested in this research model are statistically distinct and non-overlapping.

Inner Model Evaluation

The goal of this model's analysis, according to Nurhalizah et al. (2023), is to determine and evaluate the connection between exogenous and endogenous variables in a study that employs the determination coefficient ($R2$) and predictive relevance ($Q2$). Next, bootstrapping is a statistical procedure used to perform resampling on the data. In this process, respondents' answers are randomly selected with replacement from the original sample, and this process is repeated multiple times to obtain a more stable estimation distribution. The main objective of bootstrapping is to test the significance of parameters in the model, such as path coefficients, by generating t-statistic and p-value as the basis for decision-making regarding the relationships between variables in the model.

Table 4. Boostrapping Result

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Personality → Performance → Job Satisfaction	0,437	0,433	0,053	8.199	0.000
Personality → Performance → Trust	0,131	0,132	0,037	3.552	0.000

Source: Data is processed by SmartPLS version 4.0, 2025

Coefficient of Determination
The coefficient of determination (R²) indicates how well the independent variables are able to explain the dependent variables, as presented in the following table:

Table 5. Coefficient Of Determination

Variabel	R^2	R^2 Interprestasi
Job Satisfaction	0,327	Very Strong
Employee Perfomance	0,736	Very Strong
Trust	0,474	Very Strong

Source: Data is processed by SmartPLS version 4.0, 2025

The results of the coefficient of determination (R²) analysis indicate the extent to which independent variables can explain the variance of each dependent variable in the research model. The R² value ranges from 0 to 1, with higher values reflecting stronger explanatory power of the model. Based on the data presented in Table 9, it is shown that the Employee Performance variable has an R² value of 0.736, meaning that 73.6% of the variance in Employee Performance can be explained by the independent constructs in the model. This demonstrates that the model possesses a very high quality in explaining employee performance both theoretically and empirically. Meanwhile, the Trust variable has an R² value of 0.474, indicating that approximately 47.4% of the variance in Trust can be explained by the independent variables, which also falls into the category of very strong explanatory power. In addition, Job Satisfaction records an R² value of 0.327, suggesting that 32.7% of the variance in Job Satisfaction can be explained by the model, which still provides a substantial contribution to explaining this construct.

Predictive Relevance
The Q² value measures the model's ability to generate accurate predictions for the dependent variable.

Table 6. Predictive Relevance

Variable	Q^2	Interpretation Q^2
Job Satisfaction	0,323	Good predictive relevance
Employee Performance	0,730	Good predictive relevance
Trust	0,471	Good predictive relevance

Source: Data is processed by SmartPLS version 4.0, 2025

The Q² (Predictive Relevance) value is used to assess the extent to which the model is capable of generating accurate predictions for the dependent variables. All variables in this model Job Satisfaction, Employee Performance, and Trust show positive Q² values, each categorized as having good predictive relevance. This indicates that the model is not only effective in explaining the relationships among variables theoretically but also empirically robust in predicting the actual values of the dependent constructs. The combination of high R² values and positive Q² further confirms that the structural model employed in this study demonstrates an excellent level of model fit.

Hypothesis Testing

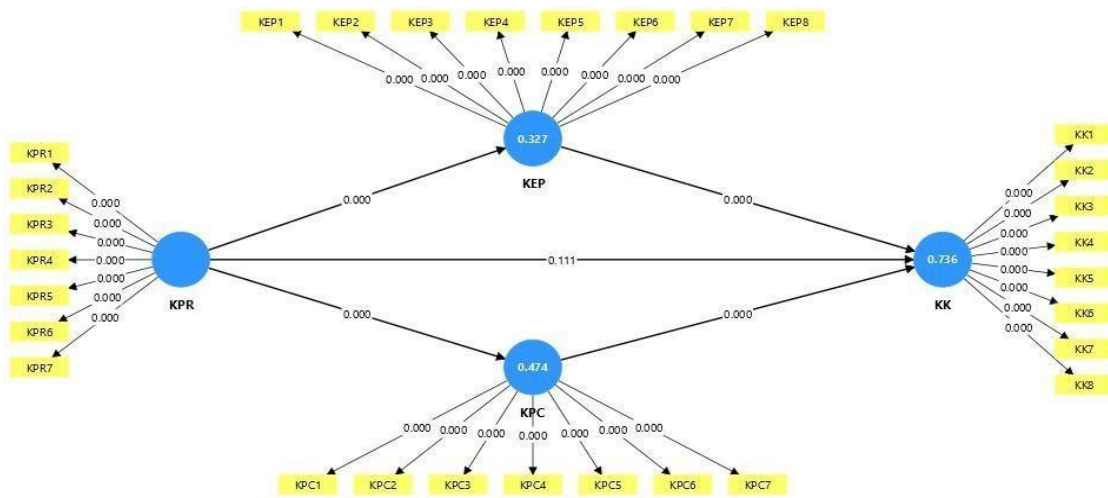The results of the hypothesis testing using the Calculate Bootstrapping are as follows :

Figure 2 Structural Model P-Values and Path Coefficients

Path Coefficients
Path coefficients quantify the impact of exogenous latent variables on endogenous latent variables. The t-statistic value or p-value serves as the foundation for evaluating the link between these two variables. In path coefficient analysis, the decision-making guideline is that an exogenous latent variable is deemed to influence an endogenous latent variable if the t-statistic value exceeds 1. 96. The study by Hair et al. (2021) found that there is a notable effect if the p-value is less than 0. 05 and the t-statistic is higher than the t-table 1. 96 at the 5% level. Alternatively, the direction of the relationship can be deduced by examining the original sample value. The following table summarizes the findings of the path coefficient analysis :

Table 7. Path Coefficients Direct Effect

The relationship among variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Personality → Employee Performance	0,092	0,095	0,058	1.596	0,111
Personality → Job Satisfaction	0,572	0,575	0,080	7.184	0.000
Personality → Trust	0,689	0,691	0,069	7.184	0.000
Job Satisfaction → Employee Performance	0,229	0,229	0.059	4.228	0.000
Trust → Employee Performance	0,634	0,629	0,064	9.911	0.000

Source: Data is processed by SmartPLS version 4.0, 2025

The Effect of Personality on Employee Performance
The hypothesis testing results indicate that personality has a positive but not significant effect on employee performance, with a coefficient value of 0.092, T- statistic of 1.596 < 1.96, and P-value of 0.111 > 0.05. Therefore, the first hypothesis is rejected. This means that although personality shows a positive direction of influence, it does not provide a significant contribution to improving employee performance. This finding suggests that personality is not a primary determinant of employee performance directly.

The Effect of Personality on Job Satisfaction
The analysis results show that personality has a positive and significant effect on job satisfaction, with a coefficient value of 0.572, T-statistic of 7.184 > 1.96, and P-value of 0.000 < 0.05. Thus, the second hypothesis is accepted. This indicates that the better the personality traits possessed by employees, the higher their level of job satisfaction.

The Effect of Personality on Trust
The testing results reveal that personality has a positive and significant effect on trust, with a coefficient value of 0.689, T-statistic of 7.184 > 1.96, and P-value of 0.000 < 0.05. Therefore, the third hypothesis is accepted. This finding indicates that the stronger the personality of an individual, the higher the level of trust that can be established.

The Effect of Job Satisfaction on Employee Performance
The analysis results show that job satisfaction has a positive and significant effect on employee performance, with a coefficient value of 0.229, T-statistic of 4.228 > 1.96, and P-value of 0.000 < 0.05. Thus, the fourth hypothesis is accepted. This means that the higher the job satisfaction experienced by employees, the better their performance will be.

The Effect of Trust on Employee Performance
The testing results indicate that trust has a positive and significant effect on employee performance, with a coefficient value of 0.634, T-statistic of 9.911 > 1.96, and P-value of 0.000 < 0.05. Therefore, the fifth hypothesis is accepted. This finding demonstrates that the higher the level of trust among employees, the greater their performance improvement.

Mediation Analysis
The use of mediation analysis aims to identify the role of intervening variables in explaining the relationship between exogenous and endogenous constructs. Based on the bootstrapping results, the path coefficients were obtained and subsequently analyzed through the indirect effect (specific indirect effect). The findings indicate that the mediating variables strengthen the influence of the exogenous construct on the endogenous construct. In other words, although the exogenous construct has a direct effect on the endogenous construct, the presence of mediating variables significantly enhances the strength of this relationship, making it more substantial.

Table 8. Specific Indirect Effect

Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Personality → Performance → Job Satisfaction	0,437	0,433	0,053	8.199	0.000
Personality → Performance → Trust	0,131	0,132	0,037	3.552	0.000

Source: Data is processed by SmartPLS version 4.0, 2025

The Effect of Personality on Performance through Job Satisfaction
The results of the mediation hypothesis testing indicate that personality has a positive indirect effect on performance through job satisfaction, with a coefficient value of 0.437, T-statistic of 8.199 > 1.96, and P-value of 0.000 < 0.05. Thus, the hypothesis is accepted. This finding means that personality not only exerts a direct influence on performance but also significantly enhances performance by first increasing job satisfaction. In other words, the better the employees' personality, the higher their job satisfaction, which ultimately leads to improved performance. Previous research by Saputri & Kuswanto (2023) also emphasized that internal factors such as personality, affect performance primarily when they first enhance employee job satisfaction.

The Effect of Personality on Performance through Trust
Based on the test results, personality was found to have a positive indirect effect on performance through trust, with a coefficient value of 0.131, T-statistic of 3.552 > 1.96, and P-value of 0.000 < 0.05. Therefore, this hypothesis is accepted. The findings demonstrate that employees with stronger personality traits are more likely to foster mutual trust, and such trust plays a crucial role in improving performance. In other words, the effect of personality on performance becomes more optimal when trust functions as a mediating variable. A study by Sihombing & Setiawan (2023) supports this result, showing that trust is a key factor in bridging the relationship between individual characteristics and optimal job outcomes.

CONCLUSIONS

This study reveals strategies to improve the performance of operational employees at PT. Lintas Buana Taksi (Blue Bird Group), through the reinforcement of personality, trust, and job satisfaction. The analysis shows that personality does not have a direct significant effect on employee performance; however, it has a significant influence on trust and job satisfaction. Furthermore, both trust and job satisfaction are proven to serve as mediating variables that strengthen the effect of personality on performance. Thus, enhancing employee performance becomes more effective when supported by strong personality traits and further reinforced by trust and job satisfaction. This indicates that fostering trust and job satisfaction is a crucial strategy to optimize employees' personality potential in producing better performance. Overall, the study emphasizes that psychological and behavioral factors, particularly trust and job satisfaction, are key elements in bridging the relationship between personality and performance.

From a theoretical perspective, these findings reinforce the integrative model of organizational behavior proposed by Colquitt et al. (2019), demonstrating that personality influences performance indirectly through individual mechanisms such as trust and job

satisfaction. Practically, the study provides valuable insights for human resource management, suggesting that organizations should prioritize personality-based recruitment, develop programs that build mutual trust between employees and management, and enhance job satisfaction through fair recognition systems, transparent promotion opportunities, and supportive working conditions. These efforts can improve service quality, strengthen employee commitment, and sustain organizational competitiveness in the transportation industry.

For future research, it is recommended to expand the study by involving different types of organizations or industries to test the generalizability of the model. Subsequent studies may also include other psychological or contextual variables such as organizational culture, leadership style, or employee engagement to gain a deeper understanding of how these factors interact in influencing employee performance.

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