

The Influence of Leadership, Work Team, Discipline and Work Motivation on Employee Performance with Employee Engagement as a Moderation Variable at PT TTON Dasa Jaya Abadi

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Abstract

The construction services industry in Indonesia continues to experience rapid growth in line with the intensive development of national infrastructure, both initiated by the government and the private sector. This condition encourages the birth of more and more contracting companies that compete with each other for projects, so that only companies with superior human resource performance are able to survive and win the competition in the midst of strict demands on quality, time, and project cost efficiency. Improving employee performance is the main key for contracting companies to maintain client trust, meet project completion targets on time, and maintain business continuity in the midst of increasingly competitive construction industry competition. This study uses a quantitative approach with a survey method. The population as well as the research sample is all employees of PT TTON Dasa Jaya Abadi totaling 55 people, with saturated sampling techniques (census). Data were collected through questionnaires and analyzed using the *Partial Least Squares-Structural Equation Modeling* (PLS-SEM) method. The results of the study show that work discipline has a positive and significant effect on employee performance and teamwork has a positive and significant effect on employee performance. Meanwhile, leadership, work motivation, and employee engagement do not have a significant effect on employee performance. In addition, *employee engagement* is also unable to moderate the influence of work discipline, leadership, work motivation, and teamwork on employee performance. The research model has strong explanatory abilities with an R^2 value of 0.713 and a Q^2 of 0.402, which shows that the model is able to explain and predict employee performance well. This study concludes that work discipline and teamwork are the most determinant factors in improving employee performance in contracting companies.

Keywords: Leadership; Team Work; Work Discipline; Employee Engagement; Employee Performance.

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Introduction

When organizations compete to adopt advanced technology and modern management systems, they often forget the most important essence that determines business sustainability, namely human resources. This gap is increasingly visible when companies allocate large investments in digital infrastructure, but are not accompanied by attention to the psychological and emotional aspects of employees that are the main drivers of the organization. PT TTON Dasa Jaya Abadi is a contracting company that operates with high risk and tight deadline pressure, the success of each project is highly dependent on the quality of performance of its employees. Advanced equipment and sophisticated project management systems will not deliver maximum results without the support of employees. Improving employee performance is not just a supporting strategy, but the main foundation that determines competitiveness in the increasingly tight construction industry.

Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2023). According to (Robbins, Stephen, & Judget, 2018) employee performance is a function of the interaction between ability, motivation, and opportunity, all three of which must be present in order for a person to perform optimally. Performance achievement is a prerequisite for realizing organizational targets, but the fact in the field shows that there are productivity fluctuations that indicate a decline in performance. The higher or better the employee's performance, the easier it will be to achieve the organization's goals, and vice versa, if the employee's performance is low or not good, the goal will be difficult to achieve and also the results received will not be according to the organization's wishes (Afandi & Bahri, 2019; Akbar & Sulistyo, 2026).

Talking about performance determinants, leadership is often the scapegoat when the organization fails to achieve targets, but rarely gets proportionate appreciation when success is achieved. (Yukl & Gardner, 2020) defines leadership as the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve a common goal. (Northouse, 2017) emphasizes that transformational leadership that is able to inspire and motivate subordinates will result in set performance. The leadership of a leader has a very important role in efforts to achieve his goals because leadership is seen as one of the important predictors in improving employee morale and employee performance (Nasution & Rizky, 2024). The success of an organization is also inseparable from the quality of its leaders, because a qualified leader is able to utilize the resources in the company, have the ability to direct the activities of the subordinates he leads (Ginting & Rizky, M., 2025).

One of the main goals of leaders in various fields is to encourage teamwork (Liqiang, Zang, & Dunjie, 2024). Leadership sets the direction, teamwork becomes a bridge that connects vision with execution in the field without a solid bridge, even the best vision will run aground halfway. Teamwork is a number of people who work together to achieve the same goal and these goals will be easier to achieve by doing teamwork than done individually (Davis & Newstrom, 2014). (Salas, Shuffler, Thayer, Bedwell, & Lazzara, 2015) defines teamwork as a set of interrelated behaviors, cognitions, and attitudes that facilitate the adaptive performance and cooperation necessary to achieve set team goals. Lencioni (2023) says that teams are built on a foundation of trust, healthy conflict, commitment, accountability, and a focus on shared results. It is known to observe that coordination between teams at PT TTON Abadi Jaya is still

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facing obstacles. It is known that in the 2024 office building construction project, there was a miscommunication between the structure team and the architecture team which resulted in errors in the installation of beams, so demolition and rework had to be carried out. This not only caused material losses worth tens of millions of rupiah, but also wasted about 2 weeks. This indicates that teamwork that is not yet solid can have a negative impact on performance.

Behind the success of any organization, there is a foundation that is often considered archaic but irreplaceable, namely the discipline that shapes the character of work and builds trust between employees and the company. One of the actions that companies must take to improve the quality of the company is to improve employee work discipline (Suliztyanto, Anwar, & Rizky, 2023). (Hasibuan, 2021) explained that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. (Rivai & Sagala, 2018) adds that discipline reflects an individual's responsibility for the tasks entrusted to them, which if enforced consistently will create a productive work culture. The application of work discipline includes various aspects, ranging from punctuality in doing the work, and the quality in carrying out the work (Audiansyah, Sanusi, & Widyaningsih, 2025). So that the good or not work discipline owned by the employee is influenced by whether or not the disciplinary system is run by an organization. If employees have high work discipline, they are expected to be able to complete tasks quickly and accurately so that the resulting performance will be good (Ayudiaty, 2017; Poetrayana, Mutmainah, & Fitriani, 2023).

In addition to good work discipline, employees must also have work motivation to achieve goals in the organization or company. This work motivation is directly related to the needs of an employee (Audiansyah et al., 2025). Deci & Ryan (2023) through Self-Determination Theory explain that intrinsic motivation driven by internal satisfaction and extrinsic motivation triggered by external rewards both contribute to work behavior. Meanwhile, Herzberg (Robbins et al., 2018) distinguishes between hygiene factors that prevent dissatisfaction and motivating factors that promote satisfaction and high performance. The phenomenon of turnover and absenteeism at PT TTON Dasa Jaya Abadi indicates that there are motivational issues that require serious attention to be identified and addressed.

According to (Gheisari, Sheikhy, & Derakhshan, 2014; Pratiwi & Rizky, 2024) employee involvement is an important factor for companies in increasing teamwork in employee participation to achieve organizational goals. Employee engagement or employee engagement as a catalyst that activates or disables the influence of these factors. (Schaufeli & Bakker, 2004) defines employee engagement as a positive state of mind related to work characterized by vigor, dedication, and absorption. Kahn (2023) in personal engagement theory explains that engaged employees will invest themselves physically, cognitively, and emotionally in their job roles. (Arifah & Rizky, 2024) stated that to improve employee performance, awareness of a sense of engagement in employees (employee engagement) is needed by the company because with increasing employee performance, it will improve company performance. The existence of work engagement that employees have in the company will affect the active involvement of employees in company activities which plays an important role in supporting the achievement of company efficiency and productivity as shown by better employee performance (Akbar & Sulisty, 2026; Yudha, 2024). A high level of employee engagement creates a positive work environment, where employees feel motivated, connected to organizational goals, and actively contribute (Pratiwi & Rizky, 2024). (Ghani, Hyder, Yoo, & Han, 2023) in his research showed that engaged employees were more likely to exhibit innovative behaviors.

Penelitian terdahulu menunjukkan hasil yang beragam mengenai pengaruh variabel-variabel to performance. A study conducted by Bakker & Demerouti (2023) found that job resources such as leadership and team support have a stronger influence on performance when mediated by engagement. However, another study by Christian, et al. (2022) shows that in certain contexts, discipline and motivation can directly affect performance without the need to be mediated by engagement. The inconsistency of these findings indicates that there is a

research gap that needs to be bridged, especially as companies have different cultural and managerial characteristics from previous research.

Based on the phenomena and research gaps that have been described, this study aims to analyze the influence of leadership, teamwork, discipline, and work motivation on employee performance with employee engagement as a moderation variable at PT TTON Dasa Jaya Abadi.

Literature Review

Employee Performance

According to (Silaen, Syamsuransyah, Chairunnisah, Sari, & Mahriani, 2021) employee performance is the result of the work that has been carried out by employees. According to (Rizky, M., 2022) performance, which is the results achieved by a worker, can be seen from the quality and quantity that have been done by a worker in carrying out tasks and responsibilities in the company, workers who have had good performance will also provide good results for the company to be able to achieve maximum results for the business. (Princess 2020) in (Subrata & Rizky, 2024) states that performance is the result of a person's or group's work function in an organization over a certain period of time that reflects how well that person or group meets the requirements of the job in an effort to achieve the organization's goals. Employee performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Saragih & Rizky, 2023).

Employee Engagement

(Noviardy, 2020) Employee Engagement is an employee's work attachment to the company, employee engagement is also often called work engagement. The word employee means employee, while Engagement means attachment. The aspect of organizational engagement is defined as the positive attitude that employees have towards the organization and its values. Employee engagement is an emotional and psychological state of employees characterized by active participation, high enthusiasm, commitment, enthusiasm, and strong efforts to achieve organizational goals. Engaged employees will exceed expectations, endure challenges, and show initiative. (Nienaber & Martins, 2020) The definition of employee engagement is the conscious behavior of employees who voluntarily do their best for their work, both physically, psychologically, and emotionally to achieve the success of the company. Employee engagement is the emotional feelings of employees towards the organization and the actions they take to ensure the organization succeeds; employees who are already attached to the company show care, dedication, enthusiasm, accountability, and focus on results according to Allen, in (Pratiwi & Rizky, 2024).

Leadership

Leaders have an important role in the company, because in addition to being required to be able to achieve profits, they must also align work activities with the circumstances or character of employees (Audiansyah et al., 2025). According to Kartono (2017), leadership is the ability to influence, direct, and mobilize subordinates or groups to work together to achieve organizational goals, which is driven by the authority and excellence of leaders. Leadership involves relationships between people, where followers are obedient and obedient because of the leader's influence. According to Sunarsi (2018), leadership is the ability of individuals to direct, influence, encourage, and control others or subordinates in carrying out certain tasks consciously and voluntarily (Devi & Rizky, 2024).

Tim Work

Teamwork is a number of people who work together to achieve the same goal and these goals will be easier to achieve by doing teamwork than done individually (Davis & Newstrom,

2014). According to (Lawasi & Triatmanto, 2017), teamwork is the most effective way to unite all employees in carrying out their duties to achieve company goals with better results. In addition (Robbins et al., 2018) states that teamwork is a group of individuals that produces greater performance than individual work. (Robbins et al., 2018) describes teamwork as a group of people who provide better results than the results of an individual's work. According to Andrew Carnegie in (Kaswan, 2019), teamwork is the ability to work together to achieve a common vision. The ability to direct individual achievement towards organizational goals.

Work Discipline

According to (Sutrisno, 2019) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all applicable company regulations and social norms". (Agustini, 2019) stated that work discipline is an attitude and behavior that intends to obey all organizational regulations based on self-awareness to adjust to organizational regulations. According to (Sinambela, 2018) states that work discipline is a person's ability to work regularly, be diligent continuously and work according to the applicable rules without violating the rules that have been set.

Work Motivation

(Sedarmayanti, 2020) motivation is a force that encourages a person to do an action or not which in essence exists internally and externally positive or negative, work motivation is something that causes motivation/work morale/motivation for work. Motivation is an activity that produces, directs, and maintains human behavior. Leaders need to understand employees with different behavioral characteristics in order to be able to influence them to work in accordance with the company's goals and expectations (Rizky & Ardian, 2019). (Wilson & Chen, 2021) Motivation is the desire in a person that causes the person to perform an action. A person performs an action for a thing in order to achieve a goal. If the level of employee motivation is low, then the performance produced is also low, even though the employee has good competence and the company provides adequate job opportunities. This shows that ability alone is not enough to produce optimal performance without being supported by strong internal drive (Rizky, M., Faried, & Purba, 2024).

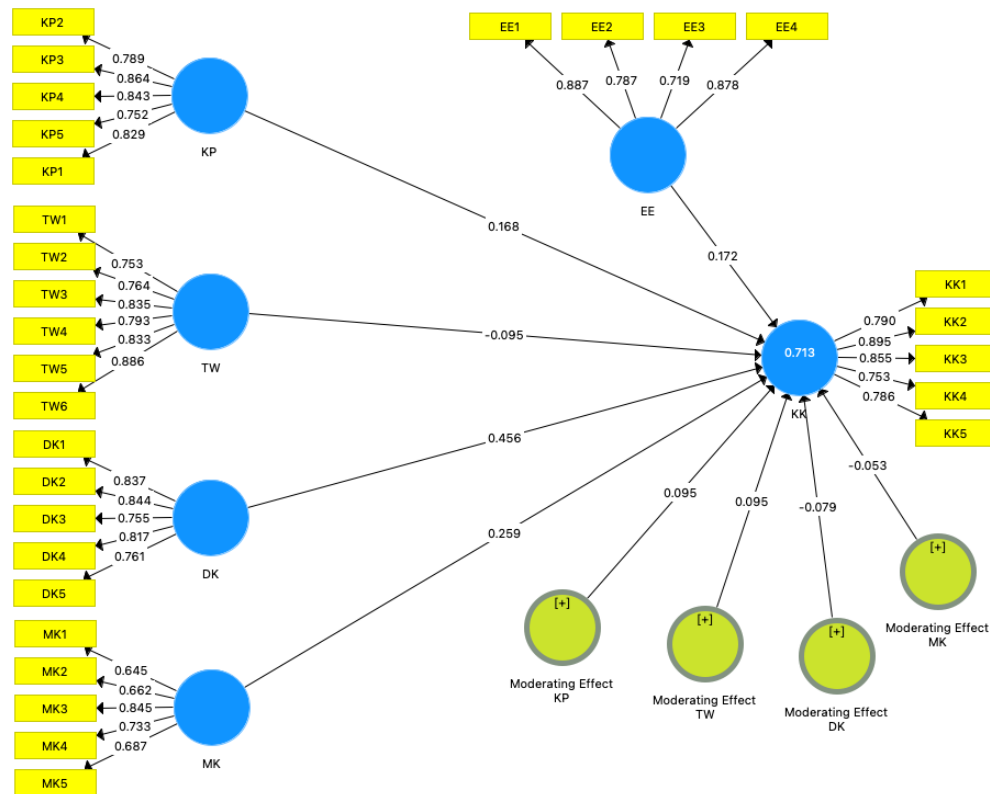
Research Methodology

This study uses a **quantitative** method with an **associative** approach, which aims to analyze the influence of leadership, *team work*, work discipline, and work motivation on employee performance with employee engagement as a moderation variable. The research was carried out at PT TTON Dasa Jaya Abadi. The research population is all employees of PT TTON Dasa Jaya Abadi which totals 55 people. Because the population is relatively small, this study uses a saturated sampling technique (census), so that all members of the population are used as research samples. The data used consisted of primary data obtained through the distribution of questionnaires and secondary data obtained from company documents as well as various relevant literature. The measurement of each indicator uses the Likert Scale with five alternative answers, namely a score of 1 (Strongly Disagree) to a score of 5 (Strongly Agree). Data analysis was carried out using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of the SmartPLS 4 application. The analysis stages include descriptive statistical analysis, external model evaluation through validity and reliability tests, internal model evaluation by looking at R-Square (R^2), Effect Size (f^2), Predictive Relevance (Q^2), and SRMR values, and hypothesis testing using the bootstrapping procedure. The effect of employee engagement moderation was tested through the interaction effect, with the hypothesis stated to be accepted if the t-statistic value > 1.96 and the p-value < 0.05 .

Results

1. Evaluation of Measurement Models (Outer Model)

Evaluation of the Measurement Model (Outer Model) is used to assess whether the indicators used are able to measure constructs validly and reliably, by testing convergent validity, discriminant validity, and reliability.



Source: Data Processing Results, 2026

Figure 1. Outer Model

a. Convergent Validity

Convergent Validity is used to test the indicator's ability to measure the constructs it represents. The test is carried out by outer loading, where the indicator is declared valid if it has a $\geq$ value of 0.60.

Table 1. Outer Loading

	DK	EE	KK	KP	MK	ME-DK	ME-KP	ME-MK	ME-TW	TW
DK * EE						2,299				
DK1	0,837									
DK2	0,844									
DK3	0,755									
DK4	0,817									
DK5	0,761									
EE1		0,887								
EE1 * KP2							1,015			
EE1 * KP3							1,079			
EE1 * KP4							0,995			
EE1 * KP5							1,073			
EE1 * MK1								1,137		
EE1 * MK2								1,289		

	DK	EE	KK	KP	MK	ME- DK	ME- KP	ME- MK	ME- TW	TW
EE1 * MK3								1,529		
EE1 * MK4								1,278		
EE1 * MK5								1,439		
EE1 * TW1									1,133	
EE1 * TW2									1,153	
EE1 * TW3									1,239	
EE1 * TW4									0,670	
EE1 * TW5									1,028	
EE1 * TW6									1,224	
EE1 * KP1							1,049			
EE2		0,787								
EE2 * KP2							0,709			
EE2 * KP3							0,803			
EE2 * KP4							0,664			
EE2 * KP5							0,803			
EE2 * MK1								0,794		
EE2 * MK2								1,011		
EE2 * MK3								1,429		
EE2 * MK4								0,996		
EE2 * MK5								1,156		
EE2 * TW1									0,876	
EE2 * TW2									0,916	
EE2 * TW3									0,841	
EE2 * TW4									0,473	
EE2 * TW5									0,754	
EE2 * TW6									0,932	
EE2 * KP1							0,779			
EE3		0,719								
EE3 * KP2							0,633			
EE3 * KP3							0,837			
EE3 * KP4							0,621			
EE3 * KP5							0,765			
EE3 * MK1								1,099		
EE3 * MK2								1,033		
EE3 * MK3								1,418		
EE3 * MK4								1,075		
EE3 * MK5								1,004		
EE3 * TW1									0,935	
EE3 * TW2									0,908	
EE3 * TW3									0,769	
EE3 * TW4									0,372	
EE3 * TW5									0,680	
EE3 * TW6									0,946	
EE3 * KP1							0,836			
EE4		0,878								
EE4 * KP2							1,074			
EE4 * KP3							1,143			
EE4 * KP4							1,014			

	DK	EE	KK	KP	MK	ME-DK	ME-KP	ME-MK	ME-TW	TW
EE4 * KP5							1,123			
EE4 * MK1								1,378		
EE4 * MK2								1,440		
EE4 * MK3								1,455		
EE4 * MK4								1,449		
EE4 * MK5								1,535		
EE4 * TW1									1,230	
EE4 * TW2									1,223	
EE4 * TW3									1,251	
EE4 * TW4									0,880	
EE4 * TW5									1,199	
EE4 * TW6									1,217	
EE4 * KP1							1,156			
KK1			0,790							
KK2			0,895							
KK3			0,855							
KK4			0,753							
KK5			0,786							
KP2				0,789						
KP3				0,864						
KP4				0,843						
KP5				0,752						
MK1					0,645					
MK2					0,662					
MK3					0,845					
MK4					0,733					
MK5					0,687					
TW1										0,753
TW2										0,764
TW3										0,835
TW4										0,793
TW5										0,833
TW6										0,886
KP1				0,829						

Source: Data Processing Results, 2026

Based on Table 1, the results of the convergent validity test show that all indicators in the variables Leadership (KP), Teamwork (TW), Work Discipline (DK), Work Motivation (MK), Employee Engagement (EE), and Employee Performance (KK) have an outer loading value above 0.60, which ranges from 0.645–0.895. Thus, all indicators are declared valid because they meet the convergent validity criteria so that they are able to reflect the measured construct.

b. Discriminant Validity

Discriminant Validity is used to test whether a construct is different from another. The test was carried out using an HTMT value of < 0.90 or the Fornell-Larcker criterion, so that the construct was declared to have good discriminant validity.

Table 2.
Discriminant Validity - Fornell-Larcker

	DK	EE	KK	KP	MK	ME- DK	ME- KP	ME- MK	ME- TW	TW
DK	0,804									
EE	0,440	0,821								
KK	0,755	0,621	0,818							
KP	0,466	0,510	0,518	0,817						
MK	0,609	0,899	0,732	0,525	0,718					
Moderating Effect DK	-	-	-	-	-	1,000				
Moderating Effect KP	-	-	-	-	-	0,814	0,733			
Moderating Effect MK	-	-	-	-	-	0,813	0,846	0,767		
Moderating Effect TW	-	-	-	-	-	0,763	0,915	0,882	0,723	
TW	0,429	0,556	0,456	0,807	0,556	0,293	0,423	0,343	0,407	0,812

Source: Data Processing Results, 2026

Based on Table 2, the results of the discriminant validity test using the Fornell-Larcker criterion show that each construct has a greater square root value of AVE ($\sqrt{\text{AVE}}$) than the correlation with other constructs, so that all research variables are declared to meet discriminant validity and are able to distinguish constructs that are measured properly.

Table 3.
Discriminant Validity - Heterotrait-Monotrait Ratio (HTMT)

	DK	EE	KK	KP	MK	ME- DK	ME- KP	ME- MK	ME- TW	TW
DK										
EE	0,490									
KK	0,868	0,678								
KP	0,527	0,625	0,583							
MK	0,705	1,142	0,828	0,636						
Moderating Effect DK	0,663	0,384	0,601	0,343	0,529					
Moderating Effect KP	0,554	0,607	0,484	0,462	0,646	0,768				
Moderating Effect MK	0,512	0,640	0,524	0,385	0,710	0,724	0,800			
Moderating Effect TW	0,460	0,625	0,413	0,447	0,619	0,659	0,948	0,853		
TW	0,482	0,684	0,505	0,919	0,701	0,299	0,487	0,394	0,493	

Source: Data Processing Results, 2026

Based on Table 3, the results of the Heterotrait-Monotrait Ratio (HTMT) test show that in general the model has met discriminant validity, because it has a value of >0.90 .

c. Composite Reliability

Composite Reliability is used to test the internal consistency of indicators in measuring a construct. Construct is declared reliable if it has a Composite Reliability value of ≥ 0.70 .

Table 4. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DK	0,862	0,863	0,901	0,646
EE	0,842	0,897	0,891	0,673
KK	0,875	0,883	0,909	0,668
KP	0,875	0,889	0,909	0,667
MK	0,769	0,810	0,840	0,516
Moderating Effect DK	1,000	1,000	1,000	1,000
Moderating Effect KP	0,955	1,000	0,957	0,537
Moderating Effect MK	0,964	1,000	0,965	0,588
Moderating Effect TW	0,962	1,000	0,961	0,523
TW	0,896	0,905	0,921	0,660

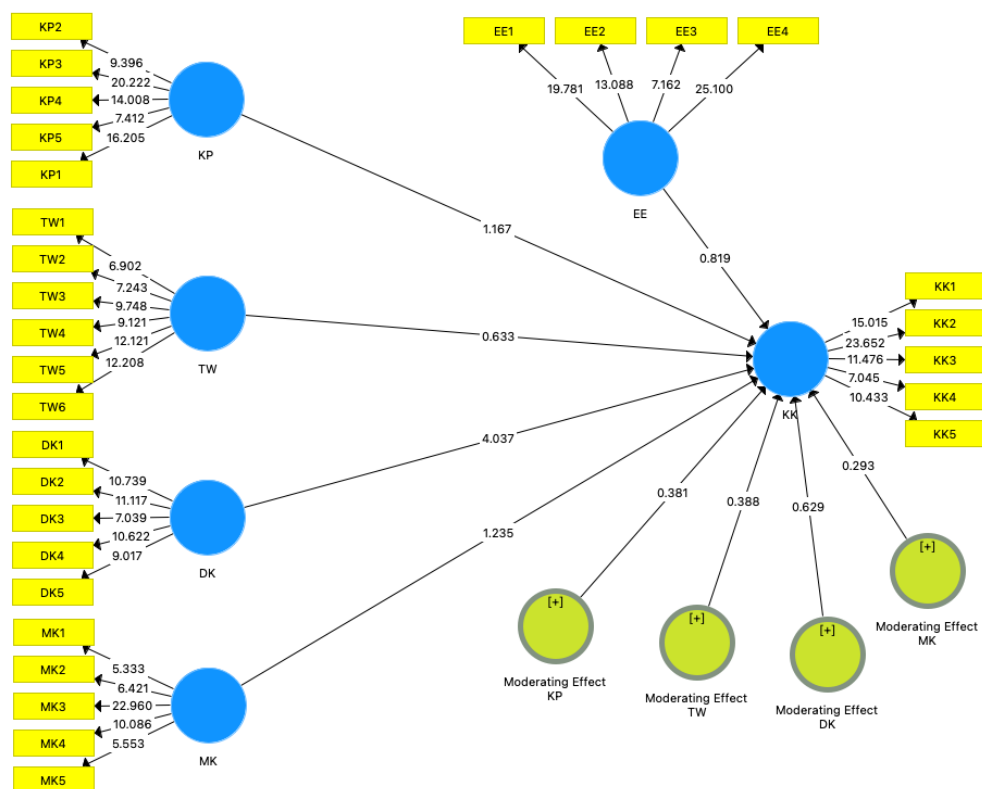
Source: Data Processing Results, 2026

Based on Table 4, the results of the reliability test showed that the entire construct had a value of Cronbach's Alpha > 0.70 , Composite Reliability > 0.70 , and Average Variance Extracted (AVE) > 0.50 , so that all research variables were declared reliable and met the criteria of convergent validity.

2. Evaluasi Model Struktural (Inner Model)

Structural Model Evaluation (Inner Model) is used to assess the model's ability to explain the relationship between latent constructs and test the research hypothesis, through the test of the determination coefficient (R^2), predictive relevance (Q^2), effect size (f^2), and path coefficient using bootstrapping (t-value and p-value tests).

Figure 2.
Inner Model



Source: Data Processing Results, 2026

a. Nilai R²

The Coefficient of Determination (R²) is used to measure how much an independent variable is able to explain the variation in the dependent variable. The greater the R² value, the higher the model's ability to explain endogenous variables.

Table 4.
Koefisien Determinasi (R²)

	R Square	R Square Adjusted
KK	0,713	0,669

Source: Data Processing Results, 2026

Based on Table 4, the R² value of employee performance of 0.713 shows that 71.3% of the variation in employee performance can be explained by leadership variables, teamwork, work discipline, work motivation, and the interaction of moderation variables, while the remaining 28.7% is influenced by other factors outside the research model.

b. Q² Predictive Relevance

Q² Predictive Relevance is used to measure the predictive ability of a model against endogenous variables. The model has good predictive relevance if the value of Q² > 0.

Table 5.
Q² Predictive Relevance

Variabel Endogen	SSO	SSE	Q ²	Keterangan
Kinerja Karyawan	345	206,31	0,402	Predictive relevance kuat

Source: Data Processing Results, 2026

Based on the results of the **Blindfolding test**, a Q² Predictive Relevance **value** of **0.402** was obtained on the Employee Performance variable. The value is greater than 0 (Q² > 0)

and exceeds the limit of 0.35, thus indicating that the model has a **strong predictive relevance** to endogenous variables.

c. f^2 Effect Size

Effect Size (f^2) is used to measure the magnitude of the influence of each exogenous variable on the endogenous variable. The f^2 value is interpreted as 0.02 (small), 0.15 (medium), and 0.35 (large).

Table 6.
Effect Size (f^2)

	KK
DK	0,314
EE	0,014
KK	
KP	0,032
MK	0,027
Moderating Effect DK	0,026
Moderating Effect KP	0,006
Moderating Effect MK	0,004
Moderating Effect TW	0,006
TW	0,010

Source: Data Processing Results, 2026

3. Hypothesis Testing

Hypothesis testing was carried out using bootstrapping on SmartPLS to determine the significance of the relationship between variables based on path coefficient (β), t-statistic, p-value, and confidence interval (CI). The hypothesis is stated to be accepted if it meets the criteria of t-statistic > 1.96 and p-value < 0.05 (significance level of 5%).

Table 6.
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DK -> KK	0,456	0,433	0,113	4,037	0,000
EE -> KK	0,172	0,204	0,210	0,819	0,413
KP -> KK	0,168	0,184	0,144	1,167	0,244
MK -> KK	0,259	0,233	0,209	1,235	0,217
Moderating Effect DK -> KK	-0,079	-0,037	0,126	0,629	0,530
Moderating Effect KP -> KK	0,095	0,051	0,249	0,381	0,703
Moderating Effect MK -> KK	-0,053	-0,092	0,182	0,293	0,769
Moderating Effect TW -> KK	0,095	0,154	0,244	0,388	0,698
TW -> KK	0,295	0,384	0,151	2,633	0,027

Source: Data Processing Results, 2026

Based on the test results in Table 6, it is known that Work Discipline (DK) has a positive and significant effect on Employee Performance (KK) with a path coefficient value (β) of 0.456, t-statistic of 4.037, and p-value of 0.000. This value meets the test criteria, namely t-statistic >

1.96 and $p\text{-value} < 0.05$, thus showing that the higher the work discipline that employees have, the higher the employee's performance. Thus, Hypothesis 1 (H1) is accepted.

Furthermore, Employee Engagement (EE) does not have a significant effect on Employee Performance (KK). This is shown by the path coefficient value of 0.172, t-statistic of 0.819, and p-value of 0.413. Because the t-statistic value < 1.96 and the p-value > 0.05 , the effect of Employee Engagement on Employee Performance is not significant. Therefore, Hypothesis 2 (H2) is rejected.

The test results also showed that Leadership (KP) had no significant effect on Employee Performance (KK). The path coefficient value of 0.168, t-statistic of 1.167, and p-value of 0.244 indicate that the influence of leadership on employee performance does not meet the significance criteria. Thus, Hypothesis 3 (H3) is rejected.

In the Work Motivation (MK) variable, the path coefficient value was 0.259, the t-statistic was 1.235, and the p-value was 0.217. This value shows that work motivation has a positive influence on employee performance, but the influence is not significant because the t-statistic < 1.96 and p-value > 0.05 . Therefore, Hypothesis 4 (H4) is rejected.

Furthermore, the results of the test on the effect of Employee Engagement moderation on the relationship between Work Discipline and Employee Performance showed an interaction coefficient value of -0.079, t-statistic of 0.629, and p-value of 0.530. This value shows that the interaction between Work Discipline and Employee Engagement does not have a significant effect on Employee Performance. Thus, Employee Engagement is not able to moderate the influence of Work Discipline on Employee Performance, so Hypothesis 5 (H5) is rejected.

Testing the effect of Employee Engagement moderation on the relationship between Leadership and Employee Performance resulted in an interaction coefficient value of 0.095, t-statistic of 0.381, and p-value of 0.703. These results show that Employee Engagement is not able to strengthen or weaken the influence of Leadership on Employee Performance because the significance value does not meet the testing criteria. Therefore, Hypothesis 6 (H6) is rejected.

Furthermore, the effect of Employee Engagement moderation on the relationship between Work Motivation and Employee Performance resulted in an interaction coefficient value of -0.053, t-statistic of 0.293, and p-value of 0.769. These values indicate that the resulting moderation effect is not significant. Thus, Employee Engagement is not able to moderate the relationship between Work Motivation and Employee Performance, so Hypothesis 7 (H7) is rejected.

The results of the next test showed that the effect of Employee Engagement moderation on the Teamwork relationship on Employee Performance had an interaction coefficient value of 0.095, a t-statistic of 0.388, and a p-value of 0.698. Because the t-statistic value < 1.96 and the p-value > 0.05 , it can be concluded that Employee Engagement does not play a role as a moderation variable in the relationship between Teamwork and Employee Performance. Thus, Hypothesis 8 (H8) is rejected.

Finally, the test results show that Teamwork (TW) has a significant effect on Employee Performance (KK). The test results showed a path coefficient value of 0.295, a t-statistical value of 2.633, and a p-value of 0.027. The value met the test criteria because the t-statistic > 1.96 and the p-value < 0.05 , so Hypothesis 9 was accepted.

Discussion

The Effect of Work Discipline on Employee Performance

The test results showed that work discipline had a positive and significant effect on employee performance, with a path coefficient of 0.456, t-statistic of 4.037 (> 1.96), and p-value of 0.000 (< 0.05), so that the hypothesis was accepted. This finding is the strongest and most consistent result in this study, and is very relevant to the characteristics of PT TTON Dasa Jaya Abadi as a contractor company whose work is highly dependent on the accuracy of the project schedule, compliance with occupational safety procedures (K3), and the timeliness of the completion of

the volume of work in the field. In the construction industry, late attendance, progress reporting, and SOP violations can directly impact the postponement of the project schedule and potentially cause liquidated damages, so that work discipline is the most dominant factor and has the most obvious influence on employee performance in this company.

The Effect of Employee Engagement on Employee Performance

The test results showed that employee engagement had a positive but not significant effect on employee performance, with a path coefficient of 0.172, a t-statistic of 0.819 (< 1.96), and a p-value of 0.413 (> 0.05), so the hypothesis was rejected. This condition can be understood from the characteristics of construction work that are technical-physical and task-oriented, so that the level of emotional and psychological attachment of employees to the company is not necessarily directly proportional to the achievement of daily performance in the project. In a contractor company such as PT TTON Dasa Jaya Abadi, employees tend to be judged by physical work results and the achievement of technical targets, not by how much they are attached or enthusiastic about the organization, so it is natural that engagement has not been proven to have a statistically significant effect on performance.

The Influence of Leadership on Employee Performance

The test results showed that leadership had a positive but insignificant effect on employee performance, with a path coefficient of 0.168, a t-statistic of 1.167 (< 1.96), and a p-value of 0.244 (> 0.05), so the hypothesis was rejected. This is in line with the organizational structure of PT TTON Dasa Jaya Abadi which is small-to-medium scale with 55 employees, where the supervision of the leadership (e.g. site manager or project manager) is technical-operational and often cannot be carried out intensively due to the scattered location of the project. This condition causes the performance of field employees to be determined more by technical work instructions and target daily work volume, rather than the leadership style of the boss directly, so that the leadership role has not been statistically strong enough to affect employee performance in this company.

The Influence of Work Motivation on Employee Performance

The test results showed that work motivation had a positive but insignificant effect on employee performance, with a path coefficient of 0.259, a t-statistic of 1.235 (< 1.96), and a p-value of 0.217 (> 0.05), so the hypothesis was rejected. Although the value of the coefficient is quite large, these results indicate that the work drive of PT TTON Dasa Jaya Abadi employees comes more from the structural demands of the project work, such as the wholesale work system, the target volume of work, and the completion deadline, than from internal motivational motivations such as the need for self-actualization or recognition. In other words, employees work because of the demands of targets and a compensation system based on work results, not solely because of psychological motivation, so the influence of work motivation on performance has not been proven to be statistically significant.

The Influence of Teamwork on Employee Performance

The test results showed that teamwork had a positive and significant effect on employee performance, with a path coefficient of 0.295, a t-statistic of 2.633 (> 1.96), and a p-value of 0.027 (< 0.05), so the hypothesis was accepted. This finding is very much in line with the characteristics of construction work at PT TTON Dasa Jaya Abadi which is collective and interdependent between work crews, ranging from the coordination of field labor, the arrangement of material logistics flows, to synchronization between stages of construction work (for example, structural, architectural, and mechanical-electrical work that must run synergism). Solid teamwork between field workers, foremen, and project supervisors has been proven to speed up job completion, minimize technical errors due to miscoordination, and

improve the efficiency of time and resource use at the project site, so it is only natural that teamwork is the second most significant factor in employee performance after work discipline.

Employee Engagement moderates Work Discipline to Employee Performance

The test results showed that employee engagement **did not significantly moderate** the relationship between work discipline and employee performance, with a path coefficient of -0.079, a t-statistic of 0.629 (< 1.96), and a p-value of 0.530 (> 0.05). The direction of the negative coefficient indicates that even in employees with a high level of engagement, the relationship between work discipline and performance does not become stronger, and even tends to weaken slightly even though it is not statistically significant. This confirms that at PT TTON Dasa Jaya Abadi, the work discipline of field employees is more driven by compliance with project rules and direct supervision, rather than by the level of emotional attachment of employees to the company.

Employee Engagement moderates Leadership to Employee Performance

The test results showed that employee engagement **did not significantly moderate** the relationship between leadership and employee performance, with a path coefficient of 0.095, a t-statistic of 0.381 (< 1.96), and a p-value of 0.703 (> 0.05). These results show that the effectiveness of leadership on employee performance at the PT TTON Dasa Jaya Abadi project site does not depend on the high or low level of employee attachment, but is more influenced by the technical and structural factors of the work itself, so that the role of engagement as a reinforcement of leadership-performance relationship has not been proven in the context of this study.

Employee Engagement moderates Work Motivation to Employee Performance

The test results showed that employee engagement **did not significantly moderate** the relationship between work motivation and employee performance, with a path coefficient of -0.053, t-statistic of 0.293 (< 1.96), and p-value of 0.769 (> 0.05). The direction of the negative coefficient, although not significant, shows that employee attachment has not been able to strengthen the motivation of work motivation to performance achievement, so that at PT TTON Dasa Jaya Abadi, employees' work motivation is more influenced by the project-target-based compensation system than by the level of their psychological attachment to the company.

Employee Engagement moderates Team Work to Employee Performance

The test results showed that employee engagement **did not significantly moderate** the relationship between teamwork and employee performance, with a path coefficient of 0.095, a t-statistic of 0.388 (< 1.96), and a p-value of 0.698 (> 0.05). Although teamwork has been proven to have a significant direct effect on employee performance, the existence of employee engagement has not been proven to be able to strengthen these relationships. This shows that the cohesiveness and effectiveness of teamwork at the PT TTON Dasa Jaya Abadi project site is determined by technical coordination and the division of work tasks in the field, not by how much emotional attachment each team member is to the company.

Conclusion

Based on the results of the above data analysis, the following conclusions were obtained:

Work Discipline has a positive and significant effect on Employee Performance, with a path coefficient value (β) of 0.456, a t-statistical value of 4.037, and a p-value of 0.000 (< 0.05). These results show that improving work discipline will improve employee performance at PT TTON Dasa Jaya Abadi.

Employee Engagement had no significant effect on Employee Performance, with a path coefficient value (β) of 0.172, a t-statistic value of 0.819, and a p-value of 0.413 (> 0.05). This

shows that employees' attachment to the company has not been able to improve performance directly.

Leadership had no significant effect on Employee Performance, with a path coefficient value (β) of 0.168, a t-statistic value of 1.167, and a p-value of 0.244 (>0.05). Thus, leadership has not been a factor that directly determines the improvement of employee performance.

Work Motivation had no significant effect on Employee Performance, with a path coefficient value (β) of 0.259, a t-statistical value of 1.235, and a p-value of 0.217 (>0.05). This shows that work motivation has not made a significant contribution to improving employee performance. Employee Engagement was not able to moderate the influence of Work Discipline on Employee Performance, with an interaction coefficient value (β) of -0.079, a t-statistical value of 0.629, and a p-value of 0.530 (>0.05).

Employee Engagement was not able to moderate the influence of Leadership on Employee Performance, with an interaction coefficient value (β) of 0.095, a t-statistical value of 0.381, and a p-value of 0.703 (>0.05).

Employee Engagement was not able to moderate the influence of Work Motivation on Employee Performance, with an interaction coefficient value (β) of -0.053, a t-statistical value of 0.293, and a p-value of 0.769 (>0.05).

Employee Engagement was not able to moderate the influence of Teamwork on Employee Performance, with an interaction coefficient value (β) of 0.095, a t-statistic value of 0.388, and a p-value of 0.698 (>0.05).

Teamwork had no significant effect on Employee Performance, with a path coefficient value (β) of -0.095, a t-statistic value of 0.633, and a p-value of 0.527 (>0.05). These results show that increased teamwork has not been able to significantly improve employee performance.

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