

Building Superior Employee Performance through Transformational Leadership Style, Solid Teamwork, Discipline, and Employee Work Motivation of PT TTON Dasa Jaya Abadi

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Abstract

This study aims to analyze and prove the influence of transformational leadership style, teamwork, work discipline, and work motivation on the performance of PT TTON Dasa Jaya Abadi employees. The research uses a quantitative approach with an associative type of research. The population in this study is all employees of PT TTON Dasa Jaya Abadi which is 55 people. The sampling technique uses saturated sampling (census), so that the entire population is used as a research sample of 55 respondents. Data collection was carried out through the distribution of questionnaires, while the data analysis technique used multiple linear regression with the help of *the Statistical Product and Service Solution* (SPSS) program. The results of the study showed that partially the transformational leadership style had a positive and significant effect on employee performance with a t-count value of 2.646 and a significance of 0.011. Teamwork has a positive and significant effect on employee performance with a t-count value of 2.705 and a significance of 0.009. Work discipline has a positive and significant effect on employee performance with a t-count value of 4.032 and a significance of 0.001 and is the most dominant variable affecting employee performance. Work motivation also has a positive and significant effect on employee performance with a t-count value of 3.372 and a significance of 0.001. Simultaneously, transformational leadership style, teamwork, work discipline, and work motivation had a significant effect on employee performance with an F-count value of 31.247 and a significance of 0.001. The results of the determination coefficient showed an R Square value of 0.714, which means that 71.4% of the variation in employee performance could be explained by transformational leadership style, teamwork, work discipline, and work motivation, while the remaining 28.6% was explained by other factors outside the study.

Keywords: *Transformational Leadership Style, Teamwork, Work Discipline, Work Motivation, Employee Performance*

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Introduction

The construction industry sector in Indonesia continues to experience significant growth, projected to grow around 4.5% to 6%. This business field is one of the backbones of the national economy with a contribution of nearly 10% to Indonesia's Gross Domestic Product (GDP, 2025). The success of a construction company is not only determined by the sophistication of technology and the capital it has. Rather, it cannot be separated from the role of human resources as the main driver of the construction industry. High employee performance is the foundation of the success of every project, including work productivity, discipline, and the ability to meet quality standards and completion targets that have been set.

Employee performance is understood as the result of work achieved by a person or group in an organization based on their respective authority and responsibilities in order to achieve organizational goals. (Mangkunegara, 2019) defines performance as the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. (Colquitt et al., 2018) states that employee performance is the value of a series of employee behaviors that contribute, both positively and negatively, to the achievement of organizational goals. In the construction sector in particular, employee performance has a more complex dimension because it involves technical aspects, work safety, and team coordination simultaneously. Based on data from the Central Statistics Agency (2022), labor productivity in Indonesia's construction sector is still lagging behind other ASEAN countries. (Yuniarsih & Suwatno, 2020) also emphasized that the construction industry has unique characteristics that distinguish it from other industries, where performance is highly situational and influenced by the ever-changing dynamics of projects. One of the factors that plays an important role in improving employee performance is leadership.

PT TTON Dasa Jaya Abadi is a company engaged in construction services that carries out business activities including building construction, infrastructure, and civil works in various regions of Indonesia. As a construction company whose every project has strict deadlines, measurable quality standards, and large contract values, employee performance is a factor that cannot be ignored, negligence or low performance of any individual can have an impact on project completion delays, cost overruns, and even fatal occupational safety risks. However, based on initial observations made at PT TTON Dasa Jaya Abadi, indications were found that there were employee performance problems that needed serious attention, such as fluctuations in attendance, coordination between teams that were not optimal, and uneven work motivation on all fronts.

A leader is a figure who has an important role in determining the future of a company. A leader is declared successful and has effective leadership if the company is able to carry out its duties and achieve the goals that have been set. Every leader has a variety of different leadership styles (Angelia & Astiti, 2020; Junaini & Rizky, 2024). (Burns, 1978) first introduced the concept of transformational leadership as a process in which leaders and followers push each other to higher levels of morality and motivation. Furthermore, (Bass & Riggio, 2016) identified four main dimensions of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The better the leader's ability to provide direction, communication, and supervision, the higher the performance produced by employees (Setiabudi et al., 2023). (Riyanto et al., 2017) found that transformational leadership has a strong relationship with various organizational performance indicators. This finding is also corroborated by (Pradhan & Jena, 2017) who report that transformational leaders are able to increase employee engagement and ultimately have a positive impact on employee performance. (Sunindijo & Zou, 2012) found that transformational leadership is positively correlated with job safety and project performance.

In addition to leadership, teamwork is also an important factor in the success of construction companies. (Robbins & Judge, 2019) explains that an effective team has characteristics such as clear goals, trust between members, open communication, and shared accountability. (Levi, 2017) added that team performance is greatly influenced by

cohesiveness, communication, and the ability to manage conflicts constructively. The characteristics of construction work involving various disciplines demand strong coordination and collaboration between team members. Construction projects cannot be completed individually, but require synergy between parts to achieve the set targets. Research (Suprawa et al., 2018), (Salas et al., 2014), (Mathieu et al., 2017) found that teamwork has a significant influence on work discipline and organizational effectiveness of construction companies. A solid team is able to create better coordination, reduce work conflicts, speed up task completion, and increase employee productivity.

The next factor that also determines performance is work discipline. Employee performance can be seen from the work discipline shown in daily activities (Indah et al., 2025). Work discipline reflects the willingness and awareness of employees to comply with all applicable work regulations and standards. (Hasibuan, 2019) defines work discipline as a person's awareness and willingness to obey all applicable company regulations and social norms. Discipline is related to occupational safety (K3), work quality, and timeliness of project completion. Low work discipline can lead to work delays, increased risk of work accidents, and decreased quality of project results. Research (Syilvia & Rachmawati, 2025) shows that work discipline has a positive and significant influence on employee performance. The higher the level of discipline that employees have, the better the performance produced.

In addition to work discipline, work motivation is also a factor that greatly determines the level of employee performance. Motivation is an internal driver that makes a person willing to exert their best abilities to achieve organizational goals. (Robbins & Judge, 2019) defines motivation as a process that explains the intensity, direction, and perseverance of an individual's efforts in achieving his or her goals. With a stressful construction work environment and strict project completion targets, work motivation is a very important aspect to maintain employee morale and commitment. Research (Aidah et al., 2025) shows that work motivation has a positive influence on improving employee performance. Highly motivated employees will be more productive, responsible, and have a stronger commitment to achieving organizational goals.

Although various studies have discussed the influence of leadership, teamwork, work discipline, and work motivation on employee performance, the results of previous studies still show inconsistencies. Research (Setiyono, 2017) and (Indriati et al., 2026) found that leadership style does not have a significant effect on the performance of construction company employees, while research (Setiabudi et al., 2023) shows that leadership has a positive and significant effect on employee performance. Similarly, research related to teamwork shows that teamwork has an effect on work discipline but does not always have a direct effect on employee performance. The difference in the results of the study shows that there is still a research gap that needs to be studied. Based on this description, research on "Building Superior Employee Performance through Effective Leadership, Solid Teamwork, Discipline, and Employee Motivation of PT TTON Dasa Jaya Abadi" is important to be carried out.

Literature Review

Employee Performance

Employees are a company's asset that must continue to be developed towards better changes in accordance with the demands of technological developments and the market that continues to move rapidly (Rizky, 2022). Employee performance is the result of quality and quantity of work achieved by an employee in carrying out the duties and responsibilities given to him (Mangkunegara, 2019). According to Colquitt et al. (2019), employee performance is the value of a series of behaviors that contribute both positively and negatively to the achievement of organizational goals, which include the dimensions of task performance, citizenship behavior, and counterproductive behavior. According to (Rizky, 2022) that performance, which is the results achieved by a worker, can be seen from the quality and quantity that has 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.

Transformational Leadership

Transformational leadership was first introduced by Burns (1978) as a process in which leaders and followers push each other towards higher levels of motivation and morality, then developed comprehensively by Bass & Riggio (2006) who defined it as a leadership style that inspires followers to transcend self-interest in order to achieve organizational goals. According to (Edison et al., 2018), leadership is defined as the act of influencing others or subordinates to be willing to work together to achieve a certain goal. So it takes attitudes and personalities that are used as guidelines for the units that are subordinates (Anwar, 2016).

Teamwork

Teamwork is defined by Robbins & Judge (2018) as a positive synergy resulting from the coordination of the efforts of individuals in a group to achieve a common goal that is greater than simply summing up the contributions of each member. Salas et al. (2017) identified five core components of effective teamwork, namely: team leadership, mutual performance monitoring, backup behavior, adaptability, and team orientation that reflect a collective commitment to a common goal.

Work Discipline

Work discipline is a person's awareness and willingness to obey all company regulations and social norms that apply in the organization (Hasibuan, 2019). (Rivai & Sagala, 2018) defines work discipline as a tool used by managers to communicate with employees so that employees are willing to change a behavior and as an effort to increase one's awareness and willingness to comply with all company regulations. (Sutrisno, 2019) stated that work discipline has several important dimensions, including: obedience to time rules (accuracy of attendance), obedience to company regulations, obedience to rules of conduct at work, and obedience to other regulations that apply in the organization.

Work Motivation

Work motivation greatly determines the enthusiasm and productivity of an employee (Asnita et al., 2026). Work motivation is an impulse that arises from within and outside the individual that moves and directs a person's behavior to work passionately to achieve a set goal (Robbins & Coulter, 2018). Meanwhile, Herzberg (in Hasibuan, 2019) through the Two-Factor Theory emphasizes that hygiene factors such as salary, working conditions, and company policies can prevent dissatisfaction, while motivating factors such as achievement, recognition, and responsibility are the main drivers that encourage employees to give their best performance. With strong work motivation, employees will have internal motivation to provide the best performance, increase productivity, and contribute optimally to the achievement of organizational goals (Siahaan et al., 2022).

Research Methodology

This study uses a type of quantitative research with an associative approach, which is a research that aims to determine the influence and relationship between the variables of effective leadership, solid teamwork, work discipline, and work motivation on the performance of PT TTON Dasa Jaya Abadi employees. The population in this study is all employees of PT TTON Dasa Jaya Abadi which is 55 people. Given the relatively small population, the sample determination technique used is saturated sampling (census), where all members of the population are used as research samples so that the number of samples is 55 respondents. Data collection techniques were carried out through the dissemination of questionnaires, interviews, and documentation. Furthermore, the collected data was analyzed using multiple linear regression analysis with the help of the Statistical Product and Service Solution (SPSS) program.

Results

4.1 Descriptive Statistical Analysis

Descriptive statistical analysis is used to describe data through mean values, minimums, maximums, and standard deviations so that the central tendencies, ranges, and distribution rates of data can be known.

Table 1. Descriptive Statistical Analysis

Descriptive Statistics						
	N	Min	Maximum	Mean	Std. Deviation	
Transformational Leadership Style	55	11	25	19.75	2.958	
Teamwork	55	11	25	18.82	3.169	
Discipline	55	11	25	19.02	3.331	
Motivation	55	11	25	18.22	2.859	
Employee Performance	55	11	25	19.04	2.994	
Valid N (listwise)	55					

Based on the results of descriptive statistical analysis of 55 respondents, it is known that the Transformational Leadership Style variable has a mean value of 19.75 with a standard deviation of 2.958, which shows that respondents tend to give a high assessment of the application of transformational leadership in the company. The Teamwork variable has an average value of 18.82 with a standard deviation of 3.169, while the Work Discipline variable has an average value of 19.02 with a standard deviation of 3.331. Furthermore, the Work Motivation variable obtained an average score of 18.22 with a standard deviation of 2.859, while the Employee Performance variable had an average value of 19.04 with a standard deviation of 2.994.

4.2 Classic Assumption Test

Normality Test

Normality tests are used to find out whether the data is normally distributed or not, which can be done through Histograms, Normal P-P Plots, Q-Q Plots, as well as statistical tests such as Shapiro-Wilk and Kolmogorov-Smirnov.

Tabel 2. Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

					Unstandardized Residual
N					55
Normal Parameters ^{a,b}					.0000000
Mean					1.600197
Std. Deviation					80
Most Differences	Extreme	Absolute			.086
		Positive			.065
		Negative			-.086
Test Statistic				.086	
Asymp. Sig. (2-tailed) ^c				.200 ^d	
Monte Carlo Sig. (2-tailed) ^e				.391	
Sig. 99% Confidence Lower				.378	

Interval	Bound Upper Bound	.404
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- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the results of the normality test using the Kolmogorov-Smirnov One-Sample method, an Asymp value was obtained. Sig. (2-tailed) is 0.200, which is greater than the significance level of 0.05. Therefore, it can be concluded that the residual data in this study is distributed normally, thus meeting the assumption of normality.

Multicollinearity Test

The multicollinearity test was used to find out if there was a high correlation between independent variables in the regression model by looking at the values of Tolerance (> 0.10) and Variance Inflation Factor ($VIF < 10$).

Table 3. Multicollinearity Test

Coefficients^a

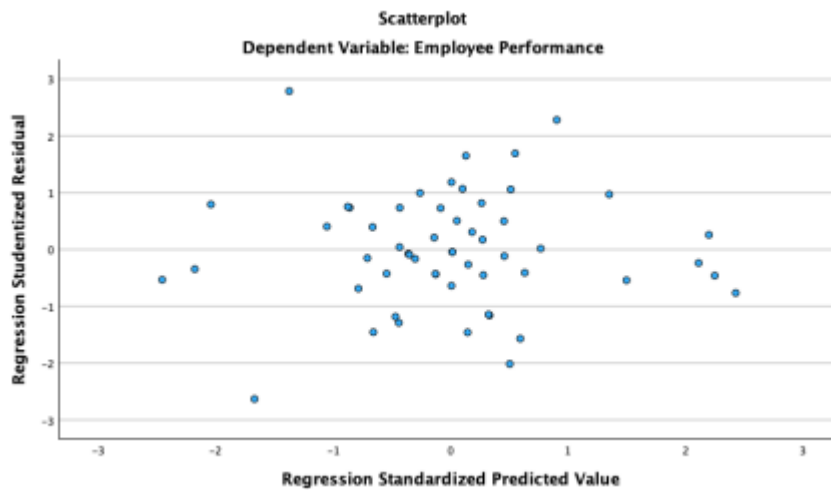
Model		Collinearity Statistics Tolerance		VIF
1	Transformational Leadership Style	.833	01	1.2
	Teamwork	.759	18	1.3
	Discipline	.653	31	1.5
	Motivation	.591	91	1.6

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3, it is known that all independent variables have a tolerance value greater than 0.10 and a VIF value less than 10, so it can be concluded that there are no symptoms of multicollinearity in the regression model and all independent variables are suitable for use in multiple linear regression analysis.

Heteroscedasticity Test

A heteroscedasticity test is used to find out if there is a residual variance inequality in the regression model, which can be done by looking at the Scatterplot or using the Glejser test.



Picture 3. Scatterplot

Figure 3 shows that the dots on the scatterplot graph are randomly spread above and below the number 0 on the Y-axis and do not form a specific pattern, so it can be concluded that the regression model does not experience symptoms of heteroscedasticity and meets the assumption of homoscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence of two or more independent variables on one dependent variable through regression equations and their regression coefficient values.

Table 4. Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Error Std.			
(Constant)	2.289	2.123		1.078	.286
Transformational Leadership Style	.222	.084	.219	2.646	.011
Teamwork	.222	.082	.235	2.705	.009
Discipline	.339	.084	.377	4.032	<.001
Motivation	.347	.103	.332	3.372	.001

a. Dependent Variable: Employee Performance

Based on the results of multiple linear regression analysis in Table 4, the following regression equations are obtained:

$$Y = -2.289 + 0.222X_1 + 0.222X_2 + 0.339X_3 + 0.347X_4.$$

The constant value of -2.289 indicates that if all independent variables are zero, then employee performance (Y) will be valued at 2.289. The transformational leadership variable (X_1) obtained a regression coefficient of 0.222, which means that every increase in one unit of transformational leadership will improve employee performance by 0.222. The teamwork variable (X_2) obtained a regression coefficient of 0.222, meaning that the more solid the

teamwork that is established, the employee performance will increase by 0.222 units. The work discipline variable (X_3) obtained the second largest regression coefficient, which was 0.339 where an increase in one unit of work discipline would encourage an increase in employee performance by 0.339 units. The work motivation variable (X_4) obtained the highest regression coefficient among all variables, which is 0.347 every increase in one unit of work motivation will increase employee performance by 0.347 units.

4.3 Uji Hypothesis

T test (Partial)

The t-test (partial) is used to determine the influence of each independent variable on the dependent variable individually by comparing the significance value (Sig.) < 0.05 or t calculation of the > t table.

Table 5. T test (Partial)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficient s	t	Sig.
	B	Error Std.			
(Constant)	2.28	2.1		1	.2
Transformational Leadership Style	.222	.08	.219	2.646	.011
Teamwork	.222	.08	.235	2.705	.009
Discipline	.339	.08	.377	4.032	<.001
Motivation	.347	.10	.332	3.372	.001

a. Dependent Variable: Employee Performance

Based on the results of the partial test (t-test) in Table 5, it is known that the Transformational Leadership Style variable obtained a t-count value of 2.646 with a significance value of 0.011. A significance value of less than 0.05 indicates that the Transformational Leadership Style has a positive and significant effect on Employee Performance.

The Teamwork variable obtained a t-calculated value of 2.705 with a significance value of 0.009, so it can be concluded that Teamwork has a positive and significant effect on Employee Performance.

The Work Discipline variable has a t-count value of 4.032 with a significance value of < 0.001, which shows that Work Discipline has a positive and significant effect on Employee Performance.

The Work Motivation variable obtained a t-count value of 3.372 with a significance value of 0.001, so it can be concluded that Work Motivation has a positive and significant effect on Employee Performance.

F Test (Simultaneous)

The F (simultaneous) test is used to determine the effect of all independent variables together on the dependent variables by looking at the significance value (Sig.) < 0.05 or F calculated > F table.

Table 6. F Test (Simultaneous)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	345.653	4	86.413	31.247 ^b	.001
	Residual	138.274	50	2.765		
	Total	483.927	54			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Transformational Leadership Style, Teamwork, Discipline

Based on the results of the simultaneous test (F test) in Table 6, an F-calculated value of 31.247 was obtained with a significance value of 0.001 smaller than 0.05, it can be concluded that the improvement of Transformational Leadership Style, Teamwork, Work Discipline, and Work Motivation together will contribute to the improvement of PT TTON Dasa Jaya Abadi's Employee Performance.

4.4 Coefficient of Determination (R^2)

The determination coefficient (R^2) is used to measure how much an independent variable is able to explain the variation of dependent variables in a regression model.

Table 7. Coefficient of Determination (R^2)

Model Summary^b

Model	N	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	5 ^a	.84	.714	.691	1.663

a. Predictors: (Constant), Motivation, Transformational Leadership Style, Teamwork, Discipline

b. Dependent Variable: Employee Performance

Based on the results of the determination coefficient (R^2) test in Table 7, the R Square value of 0.714 or 71.4% was obtained. This shows that the variation in Employee Performance can be explained by the variables of Transformational Leadership Style, Teamwork, Work Discipline, and Work Motivation of 71.4%, while the remaining 28.6% is explained by other variables outside the research model that were not studied.

Conclusion

Based on the results of the research that has been conducted, it can be concluded that Transformational Leadership Style, Teamwork, Work Discipline, and Work Motivation each have a positive and significant influence on the Performance of PT TTON Dasa Jaya Abadi Employees, both partially and when tested together (simultaneously). This shows that the better the implementation of these four aspects, the performance of employees in the company will increase.

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