

## The Effect of Teamwork, Work Motivation, and Work Discipline on Employee Performance at PT. Berkah Kawan Setya

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**Abstract.** This study aims to analyze the influence of teamwork, work motivation, and work discipline on employee performance at PT. Berkah Kawan Setya, a medium-sized construction company. This study used a quantitative approach with a survey method, where data was collected through questionnaires distributed to 47 employees. Data analysis was conducted using multiple linear regression to determine the contribution of each independent variable to employee performance. The results showed that all three independent variables—teamwork, work motivation, and work discipline—have a positive and significant influence on employee performance. Of these, work discipline exerts the most dominant influence, followed by teamwork and work motivation. The coefficient of determination ( $R^2$ ) of 81.8% indicates that the variation in employee performance can be explained by these three behavioral factors, with the remainder influenced by other variables outside the model. These findings emphasize the importance of developing a disciplined, collaborative work environment that sustainably motivates employees. In the context of construction companies facing the challenges of dynamic teamwork and tight project targets, a human resource development strategy focused on behavioral aspects is crucial. This research provides empirical insights for HR management in designing policies that can increase productivity and support project success. Recommendations for companies include strengthening a culture of discipline, building strong team synergy, and providing incentives and rewards to enhance employee motivation.

**Keywords:** Employee Performance, Motivation, Teamwork, Work Discipline, Workplace Behavior

### 1. INTRODUCTION

In the era of rapid globalization and intense business competition, human resources (HR) have become a central element in ensuring organizational success. Companies are no longer only measured by their capital strength but also by the quality and productivity of their employees. Effective human capital management is essential to maintain competitiveness, especially in sectors with high operational complexity such as construction services. Employee performance, as a tangible outcome of HR management, plays a vital role in determining the success or failure of a company in achieving its strategic objectives. Performance is influenced not only by individual competencies but also by a combination of behavioral, organizational, and psychological factors.

Teamwork, work motivation, and work discipline are three behavioral constructs that are widely considered to significantly affect employee performance. Teamwork is defined as a collaborative process in which individuals with complementary skills work together to achieve common goals (Martin & Janamarta, 2023). Effective teamwork has been found to enhance productivity and efficiency, especially in project based environments where task coordination is crucial (Maulyan & Sandini, 2024). In the context of construction projects, such as those

handled by PT. Berkah Kawan Setya, well functioning teams contribute not only to time efficiency but also to the accuracy and quality of project outcomes.

In addition, work motivation acts as an internal drive that determines an employee's willingness to exert effort in achieving organizational goals. Motivation is essential for aligning personal goals with organizational targets, and high levels of motivation often correlate with greater job satisfaction and performance (Aurelia & Tholok, 2024; Adha et al., 2019). Organizations that invest in recognition, career development, and a supportive environment tend to generate a highly motivated workforce. This is particularly important in construction companies, where high pressure and tight deadlines demand employees to stay engaged and committed.

Another critical factor is work discipline, which refers to the employee's adherence to organizational rules, procedures, and ethical standards. Disciplinary behavior ensures operational consistency and minimizes disruptions caused by absenteeism, tardiness, or negligence (Sutrisno, 2016). Prior studies indicate that strong discipline practices are positively correlated with higher employee output and quality of work (Hartono & Siagian, 2020). In industries that rely on time sensitive project completion, discipline directly affects organizational efficiency.

Despite the acknowledgment of these factors, companies such as PT. Berkah Kawan Setya still face challenges related to employee performance. Field observations suggest issues in teamwork dynamics, inconsistent motivation, and a lack of strict adherence to rules among employees. These problems may potentially undermine the company's revenue growth and operational sustainability. Therefore, this research seeks to examine the influence of teamwork, work motivation, and work discipline on employee performance.

The novelty of this study lies in its focus on the integrated role of behavioral factors within a medium scale construction service firm, filling a gap in the literature that often overlooks such firms in favor of large manufacturing or service companies. This research aims to provide empirical evidence and managerial insight regarding behavioral drivers of performance in a specific organizational context.

Many researchers have previously conducted research on the influence of teamwork, work motivation, and work discipline on employee performance (Maulyan & Sandini, 2024; Ginting, 2020; Ariandi et al., 2024; Tholok, 2024). However, most of these studies tend to focus on large companies, such as national retail, banking, or manufacturing companies, which have more established and stable organizational structures and work cultures. Such studies often overlook the real world conditions faced by medium sized companies, particularly in the

construction services sector, which is characterized by project based work, high deadline pressure, and rapidly changing team dynamics. However, in the construction industry, behavioral aspects such as team synergy, motivational drive, and work discipline are crucial for project success and the achievement of company targets.

Although variables such as teamwork, work motivation, and work discipline are commonly studied in human resource management literature, the approaches used in previous studies have often been separate or have not simultaneously analyzed these three variables against a single measurable performance indicator within the specific context of a construction project. For example, Ginting (2020) only tested two variables (teamwork and discipline), without considering the motivational aspect; while Adha et al. (2019) showed that motivation does not always have a significant effect, but not in the context of project work. This creates a knowledge gap, especially in understanding how these three behavioral variables interact together to influence employee performance in the medium scale construction sector. Furthermore, most studies use a data generalization approach without considering the specific organizational context such as the local characteristics of the company, the project work structure, and the influence of the unique internal work culture as found at PT. Berkah Kawan Setya.

The novelty of this research lies in its focus on simultaneously integrating three important behavioral variables: teamwork, work motivation, and work discipline toward work performance in the context of a medium sized construction company, namely PT. Berkah Kawan Setya. This research not only broadens theoretical insights into work behavior in the context of construction projects but also provides practical contributions in designing data driven managerial strategies to improve employee performance through a more comprehensive and contextual behavioral approach.

The purpose of this study is to determine the partial and simultaneous effects of teamwork, motivation, and discipline on employee performance at PT. Berkah Kawan Setya.

## **2. THEORETICAL STUDY**

Employee performance is one of the most critical factors in determining the success of an organization. It refers to the measurable output in terms of quality and quantity that an employee delivers while fulfilling their job responsibilities (Mangkunegara, 2016; Hasibuan, 2016). High employee performance contributes positively to organizational effectiveness and competitive advantage, especially in labor intensive industries such as construction, where deadlines and operational precision are crucial.

Teamwork plays a pivotal role in organizational settings. It is defined as a coordinated effort of individuals working collectively to achieve shared goals (Martin & Janamarta, 2023). In project based work environments, such as construction, effective teamwork not only facilitates smooth communication and collaboration but also enhances overall productivity and project accuracy (Maulyan & Sandini, 2024). West (2009) emphasizes indicators of teamwork such as shared responsibility, mutual contribution, and maximum exertion of capabilities, which serve as essential performance drivers.

Work motivation is another fundamental behavioral element that influences how and why employees exert effort in their roles. According to Hasibuan (2016) and Aurelia & Tholok (2024), motivation stems from a hierarchy of needs that range from physiological demands to self actualization. Employees who are motivated tend to show greater dedication, persistence, and alignment with organizational goals. Previous findings have demonstrated a positive correlation between motivation and performance, particularly when supported by recognition and career development opportunities (Adha et al., 2019).

Work discipline refers to the degree to which employees comply with organizational rules, standards, and expectations (Sutrisno, 2016). It includes aspects such as punctuality, attendance, and accountability. Hartono & Siagian (2020) suggest that disciplined employees tend to be more consistent and reliable in completing tasks, which is vital in industries like construction where timely execution impacts operational continuity.

Several previous studies have supported the significance of these variables in various organizational contexts. For instance, Ginting (2020) and Rosmanan & Wahyuning (2023) found that teamwork and discipline significantly affect performance. Meanwhile, Ariandi et al. (2024) and Michelle & Tholok (2024) revealed that teamwork, motivation, and discipline simultaneously and positively influence employee performance. While these studies provide valuable insights, they mostly center on large organizations, leaving a gap in understanding how these behavioral constructs function in medium scale, project based companies.

Hence, this study is grounded in the assumption that teamwork, work motivation, and discipline either individually or collectively play a crucial role in determining employee performance at PT. Berkah Kawan Setya. The theoretical framework built upon these constructs serves as the basis for examining their impact in a construction service firm setting.

### 3. RESEARCH METHODS

This research adopts a quantitative approach, aiming to empirically test the relationship between variables through numerical data. The study investigates the influence of the independent variables teamwork, work motivation, and work discipline on the dependent variable, employee performance. The object of this research is PT. Berkah Kawan Setya, with a total population of 47 permanent employees. Due to the limited population size, the study applies a saturated sampling technique, where the entire population is taken as the sample (Sugiyono, 2016). Data analysis is conducted using the Statistical Package for the Social Sciences (SPSS) version 15. The analytical techniques include descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, t-test, F-test, and the coefficient of determination ( $R^2$ ).

Each research variable is measured using validated indicators drawn from established academic sources. Teamwork is assessed based on indicators such as shared responsibility, mutual contribution, and optimal effort, as conceptualized by West (2009) and elaborated by Ricky Martin and Janamarta (2023). Work motivation is evaluated using Maslow's Hierarchy of Needs, including physiological, safety, social, esteem, and self actualization dimensions, consistent with the framework used by Aurelia and Tholok (2024). Work discipline is measured through indicators such as rule compliance, effective time management, task responsibility, and attendance, following Hasibuan (2016) and Hartono and Siagian (2020). Employee performance is operationalized using criteria such as work outcomes, knowledge, initiative, task completion ability, attitude, and punctuality, adapted from Sutrisno (2017). These indicators are used to construct a structured questionnaire, and the responses are processed quantitatively to derive empirical conclusions.

### 4. RESULTS AND DISCUSSION

This section presents the empirical findings of the research along with a comprehensive discussion that links the results to existing theoretical frameworks and relevant literature. The analysis is structured to reflect the influence of each independent variable teamwork, work motivation, and work discipline on employee performance, both partially and simultaneously. The data collected from 47 employees of PT. Berkah Kawan Setya were processed using SPSS version 15, employing classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination test.

The presentation of results begins with descriptive statistical analysis to outline the central tendency and distribution of each variable, followed by inferential statistics to test the

proposed hypotheses. Each hypothesis is discussed in detail, supported by tables and figures that display the statistical outcomes. Furthermore, the discussion interprets these findings in light of previous studies, highlighting agreements or contradictions with the literature and exploring the implications for theory and practice. This integrative approach ensures that the research findings are not only statistically valid but also meaningful in the context of human resource management in the construction industry.

### **Hypothesis Testing**

The hypothesis testing in this study was conducted using multiple linear regression analysis with the aid of SPSS software version 15. This method allows for examining the partial effect of each independent variable teamwork, work motivation, and work discipline on the dependent variable, namely employee performance. The regression equation model generated from the analysis is statistically evaluated using the t-test to determine the significance of each coefficient and the F-test to assess the overall model fit.

#### **1. T-test**

The t-test aims to determine whether there is a partial (independent) effect of the variables Teamwork, Work Motivation, and Work Discipline on employee performance, based on the following decision making:

1. If Sig < 0.05, the effect is significant.
2. If Sig > 0.05, the effect is not significant.

**Table 1. T-Test Results**

<b>Model</b>	<b>t-Statistic</b>	<b>t-Table</b>	<b>Sig.</b>
Teamwork	8.235	2.017	0.00
Work Motivation	6.688	2.017	0.00
Work Discipline	14.188	2.017	0.00

Source: Data Processed By SPSS15

Based on the table above, the partial influence of the variables can be explained. The value depends on the value (df) and the significance level used, with a significance level of 0.05 or 5%. To find the t-table, the formula  $df = (n - k - 1) = df (47 - 3 - 1) = 43$  is used. The t-table value is 2.017, which can be interpreted as follows:

1. The test of Teamwork on employee performance shows that the calculated t-value is  $8.235 > t\text{-table value of } 2.017$  and the significance value is  $0.000 < 0.05$ . Therefore, it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted. The Teamwork variable in this study has a significant positive influence on employee performance.
2. The test of Work Motivation on employee performance shows that the calculated t-value is  $6.688 > t\text{-table value of } 2.017$  and

a significance value of  $0.000 < 0.05$ . It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. The Work Motivation variable in this study has a significant positive effect on employee performance.

3. The test of Work Discipline on employee performance shows that the calculated t-value is  $14.188 > t$ -table value of 2.017 and a significance value of  $0.000 < 0.05$ . It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. The Work Discipline variable in this study has a significant positive effect on employee performance.

## 2. F-test

This test was conducted to determine the influence of all independent variables contained in the model simultaneously on the dependent variable. The F test in this study was used to test the significance of the influence of Teamwork (X1), Work Motivation (X2), and Work Discipline (X3) on Employee Work Performance at PT. Berkah Kawan Setya.

**Table 2. F Test Results**

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	807.424	3	269.141	64.469	.000 <sup>a</sup>
	Residual	179.512	43	4.175		
	Total	986.936	46			

a. Predictors: (Constant), x3\_total, x2\_total, x1\_total

b. Dependent Variable: y\_total

Source: Data Processed By SPSS15

Based on the table above, it is known that the sig F value is  $0.000 < 0.05$ , which means that the model is fit so that the independent variable can be used to predict the dependent variable.

## Coefficient of Determination Test

The coefficient of determination ( $R^2$ ) is measured and used to assess the model's ability to explain the dependent variable, as measured by the adjusted R-square. Based on calculations performed using SPSS 15, the processed data are shown in Table 4.7 below:

**Table 3. Results of the Determination Coefficient Test**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 <sup>a</sup>	.818	.805	2.04321

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a. Predictors: (Constant), x3\_total, x2\_total, x1\_total

Source: Data Processed By SPSS15

Based on the data in the table, an Adjusted R Square of 0.818 can be obtained, so it can be said that the magnitude of the influence of each independent variable on the dependent variable (Y) is 81.8% which is caused by the variables Teamwork X1, Work Motivation X2 and Work Discipline X3, while the rest can be explained by other factors outside these variables.

## **Discussion and Research Results**

Based on the data analysis processed by the researcher using SPSS 15, this study can interpret the following results:

### **1. The Effect of Teamwork on Employee Work Performance**

The test results obtained a significance value of  $0.000 < 0.05$ , thus concluding that H01 is rejected and H1 is accepted. The Teamwork variable in this study has a significant positive effect on Employee Work Performance. This is consistent with research by Maulyan (2024), which states that Teamwork has a significant positive effect on Employee Work Performance.

### **2. The Effect of Work Motivation on Employee Work Performance**

The test results obtained a significance value of  $0.000 < 0.05$ , thus concluding that H01 is rejected and H1 is accepted. The Work Motivation variable in this study has a significant positive effect on Employee Work Performance. This is consistent with research by Ginting, L.D. (2020), which states that Work Motivation has a significant positive effect on Employee Work Performance.

### **3. The Effect of Work Discipline on Employee Performance**

The test results obtained a significance value of  $0.000 < 0.05$ , thus concluding that H01 is rejected and H1 is accepted. In this study, the Work Discipline variable has a significant positive effect on Employee Performance. This is consistent with research by Ariandi (2024), which states that Work Discipline has a significant positive effect on Employee Performance.

## **5. CONCLUSION AND SUGGESTIONS**

This study examined the partial and simultaneous effects of teamwork, work motivation, and work discipline on employee performance at PT. Berkah Kawan Setya. The findings confirm that all three independent variables have a significant and positive influence on employee performance. Specifically, work discipline emerged as the most influential factor,



followed by teamwork and work motivation. The statistical analysis through multiple linear regression revealed that the t-statistic values for all three variables exceeded the critical value of 2.017, with significance levels of 0.00, indicating strong evidence to reject the null hypotheses. Furthermore, the coefficient of determination ( $R^2$ ) value of 0.735 indicates that 73.5% of the variance in employee performance can be explained by the three behavioral factors studied, while the remaining 26.5% is attributable to other unobserved variables.

These findings underscore the critical role of behavioral dynamics in enhancing employee performance, particularly in the construction industry where collaboration, discipline, and intrinsic motivation are vital for project success. Practically, managers are advised to invest in structured team building programs, develop motivational incentives, and enforce consistent disciplinary policies to sustain high performance levels. Theoretically, this study contributes to the growing body of literature on human resource behavior in medium scale, project based companies, a segment that has received limited attention in prior research. Nevertheless, the study is limited by its cross sectional design and single institution context, which may constrain generalizability. Future research should consider longitudinal approaches and multi company samples to broaden the applicability of the findings.

## ACKNOWLEDGMENTS

The author would like to express sincere gratitude to the management of PT. Berkah Kawan Setya for granting access and support during the data collection process. Appreciation is also extended to the academic supervisors, Mr. Umar Burhan, and Ms. Adiba Fuad Syamlan, whose guidance and feedback significantly enriched the quality of this research. This article is derived from the author's undergraduate thesis at Universitas Gresik, and its completion would not have been possible without the continuous encouragement and assistance of family, colleagues, and faculty members.

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