

Transformational Leadership, Work Discipline, and Employee Performance: The Mediation Role of Work Discipline at PT Yura Engineering

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Abstract: *This study examines the relationship between transformational leadership, work discipline, and employee performance at PT Yura Engineering, including the mediating role of work discipline. The study was motivated by fluctuating employee discipline, particularly tardiness data for 2025–2026, and inconsistent findings in previous studies concerning transformational leadership, work discipline, and employee performance. A quantitative survey approach was employed. The population consisted of 80 employees, and 67 usable questionnaires were obtained. Data were collected through questionnaires and analyzed using IBM SPSS version 27 through validity, reliability, classical assumption, multiple linear regression, t-test, F-test, coefficient of determination, and Sobel test. All questionnaire items were valid and the three constructs were reliable. The regression coefficients were 0.449 for transformational leadership and 0.214 for work discipline. Transformational leadership had a positive and significant partial effect on employee performance ($t = 4.670$; $\text{Sig.} < 0.001$), while work discipline also had a positive and significant effect ($t = 2.239$; $\text{Sig.} = 0.029$). Simultaneously, both predictors significantly affected employee performance ($F = 22.715$; $\text{Sig.} < 0.001$), with an R^2 of 0.415. The Sobel test produced $t = 1.960$ and the underlying thesis concluded that work discipline functions as a mediating link between transformational leadership and employee performance. The findings emphasize the importance of integrating inspirational leadership practices with consistent work-discipline management to improve employee performance.*

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Introduction

Increasingly intense business competition places human resources as a crucial factor in maintaining operational effectiveness and organizational competitiveness. Companies are not only required to achieve targets but also to ensure that employees are able to work effectively, responsibly, and consistently adhere to work regulations. In the Indonesian context, developments in the labor market and changing business demands make managing quality, productivity, and working conditions a critical concern (Badan Pusat Statistik, 2025).

Employee performance is the work results achieved by individuals, both in terms of quality and quantity, according to the responsibilities given by the organization. Performance is important because it is related to productivity, operational efficiency, target achievement, and organizational success. Aguinis explains that performance management is related to actions and results that contribute to organizational goals through efficiency and productivity (Aguinis, 2024). In the context of engineering companies and contractors, the quality of employee performance is also related to the ability to complete work on target, on time, effectively, and responsibly.

Performance does not stand alone. Transformational leadership is one factor that can shape work behavior because leaders provide inspiration, motivation, individual attention, and encouragement to see work from a broader perspective (Armstrong & Taylor, 2023; Robbins & Judge, 2018). Effective transformational leadership can make employees understand the direction of the organization, gain support, and be motivated to improve the quality of work. On the other hand, work discipline reflects employees' awareness and compliance with regulations, standards, work hours, and job responsibilities (Hasibuan, 2020). Thus, leadership and discipline have a relevant conceptual relationship to explain variations in performance.

Table 1 Employee Performance Pre-Survey

no	Question	Number of Respondents	Presentation that states					
			CS		S		SS	
1	I am able to complete the work according to the target	30	7	23%	18	60%	5	16%
2	I am able to work effectively	30	13	43%	12	40%	5	16%
3	I have high work enthusiasm	30	7	23%	17	56%	6	20%
4	I am driven to achieve company targets	30	9	30%	15	50%	6	20%
5	I am responsible for my work	30	3	10%	22	73%	5	16%

Source: Processed Questionnaire Data (2026)

This condition is seen at PT Yura Engineering. A pre-survey of 30 respondents showed that performance perceptions tended to be positive, but work effectiveness was a relatively lower aspect compared to responsibility. Regarding the aspect of transformational leadership, most respondents gave affirmative answers, but there were still respondents who had not fully felt the inspiration, clarity of direction, increased self-confidence, and motivation from the leader. Absenteeism data from January 2025 to May 2026 also showed fluctuating delays, and in May 2026, more than 200 cases of lateness were recorded. This phenomenon indicates that work discipline still needs attention (Jamaluddin, 2026).

Previous findings have not been entirely consistent. Sariningrum, Biasti, and Febrian found that transformational leadership and work discipline have a significant effect on performance (Sariningrum et al., 2023). Other studies also show a positive effect of transformational leadership on performance (Kahananto & Lahindah, 2025; Murniyati, 2026). However, Saputra and Arifin found that transformational leadership does not always have a significant effect because job satisfaction and other organizational factors can be more dominant (Saputra & Arifin, 2024). Findings regarding discipline also vary; some studies show a significant effect (Siagian, 2024), while Sari and Kurniawan reported insignificant results when work motivation is a supporting factor (Sari & Kurniawan, 2024).

This gap is the basis of research at PT Yura Engineering by including work discipline as a mediating variable. The novelty of this research lies in its attempt to explain not only whether transformational leadership and work discipline are related to performance, but also how work discipline becomes a connecting mechanism between transformational leadership and performance. The research problem formulations are: (1) does transformational leadership influence work discipline; (2) does transformational leadership influence employee performance; and (3) does transformational leadership influence employee performance through work discipline. The research objectives follow these three questions.

Theoretically, this research uses an organizational behavior perspective that views individual behavior, group interaction, and organizational effectiveness as interrelated parts (Robbins & Judge, 2018). Practically, this research is expected to provide a basis for PT Yura Engineering to strengthen leadership quality, discipline consistency, and performance improvement strategies.

Method

This study uses a quantitative approach with a survey method. This approach was chosen because the study aims to examine the relationship between variables using numerical data and statistical analysis. The variables studied consist of transformational leadership as the independent variable (X1), work discipline as a mediating variable and predictor in the performance model (X2), and employee performance as the dependent variable (Y). Primary data were obtained through questionnaires given to PT Yura Engineering employees. The questionnaire used a rating scale that has been used in thesis research and was collected through Google Forms.

The research population consisted of 80 employees. Questionnaires were distributed to the population, and 67 respondents returned the questionnaires and met the processing eligibility criteria. The thesis manuscript mentions the use of saturated sampling and the number of respondents was 67 because only 67 questionnaires were eligible for processing (Sugiyono, 2019). For this article, the number 67 is treated as a valid sample/respondent which forms the basis for all statistical tests.

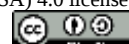
The instrument consists of 10 transformational leadership items, 8 work discipline items, and 10 employee performance items. Validity testing was carried out using *Corrected Item-Total Correlation* by comparing r count and r table. Reliability was tested using Cronbach's Alpha with a critical value of 0.60. Furthermore, normality tests were carried out *One-Sample Kolmogorov-Smirnov*, multicollinearity through *tolerance* and VIF values, and heteroscedasticity with the Glejser test. The main analysis used multiple linear regression. Hypothesis testing was carried out through t-test and F-test, while the model's ability to explain performance was measured by R^2 . The mediation role was tested using the Sobel test (Ghozali, 2021).

The regression model used is:

$$Y = 20.856 + 0.449X1 + 0.214X2 + e$$

Description: Y is employee performance, X1 is transformational leadership, X2 is work discipline, and e is error. The hypothesis decision uses a 5% significance level. The t-test is used to see partial effects, while the F-test is used to see simultaneous effects.

For mediation testing, work discipline is positioned as a connecting variable between



transformational leadership and employee performance. The results of the Sobel test in the thesis produced a t-value of 1.960 and the author stated that it met the 1.96 limit so that work discipline was concluded to act as a mediator (Jamaluddin, 2026).

Results and Discussion

Respondent Characteristics

A total of 67 respondents provided valid answers. Respondent characteristics indicate that the majority were male, aged 28–37, had a bachelor's degree or equivalent, had 1–10 years of service, held staff positions, and were from the Engineering division. This composition indicates that the research data primarily represents the company's technical and operational staff.

Table 2. Respondent Characteristics

Characteristics	Category	n	%
Gender	Man	52	77.6
	Woman	15	22.4
Age	18–27 years	15	22.4
	28–37 years	36	53.7
	38–47 years	11	16.4
	≥48 years	5	7.5
Education	High school/equivalent	17	25.4
	Diploma/equivalent	17	25.4
	Bachelor's degree/equivalent	33	49.3
Years of service	≤1 year	1	1.5
	1–10 years	57	85.1
	11–20 years	9	13.4
Position	Staff	58	86.6
	Coordinator	5	7.5
	Supervisor	4	6.0

Source: Processed primary data (2026)

The dominance of respondents in the 28–37 year age range of 53.7% indicates that most respondents are in the productive age group. 1–10 years of work experience reached 85.1%, so most respondents have sufficient experience in understanding the work and company regulations. In terms of position, staff reached 86.6%, while the Engineering division reached 68.7% of respondents. This condition is important in interpreting the results because the perceptions obtained largely come from employees who deal directly with technical and operational activities (Jamaluddin, 2026).

Instrument Test

Table 3. Summary of Validity Test

Variables	Number of items	Range of r count	r table	Conclusion
Transformational Leadership (X1)	10	0.447–0.660	0.2404	All valid
Work Discipline (X2)	8	0.344–0.783	0.2404	All valid
Employee Performance (Y)	10	—	0.2404	All valid

Source: Primary data processed with IBM SPSS version 27 (2026)

The validity test results show that all transformational leadership items have a calculated r value above the table r value of 0.2404. The calculated r value is in the range of 0.447–0.660. In work discipline, all eight items also meet the criteria with a calculated r value of 0.344–0.783. The thesis states that all employee performance items are valid. Thus, the questionnaire items can be used in further analysis (Jamaluddin, 2026).

Table 4. Reliability Test

Variables	Total Item Statement	Cronbach's Alpha Value	Mark Critical	Information
Transformational Leadership (X1)	10	0.719	0.60	<i>Reliable</i>
Work Discipline (X2)	8	0.629	0.60	<i>Reliable</i>
Employee Performance (Y)	10	0.611	0.60	<i>Reliable</i>

Source: Results of data processing SPSS version 27 (2026)

All Cronbach's Alpha values were greater than 0.60. This means that the transformational leadership, work discipline, and employee performance instruments have internal consistency that meets the reliability criteria used in the study (Jamaluddin, 2026).

Classical Assumption Test

Table 5. Normality Test

			Unstandardized Residual
N			67
Normal Parameters ^{a,b}	Mean		.0000000
	Standard Deviation		2.32221615
Most Extreme Differences	Absolute		.106
	Positive		.106
	Negative		-.062
Test Statistics			.106
Asymp. Sig. (2-tailed) ^c			.058
Monte Carlo Sig. (2-tailed) ^d	Sig.		.054
	99% Confidence Interval	Lower Bound	.051
		Upper Bound	.062

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Results of data processing SPSS version 27 (2026)

The Asymp. Sig. value of 0.058 is greater than 0.05. Based on the SPSS output figures, the residuals can be stated to be normally distributed. This interpretation follows the statistical values listed in the table, although in the thesis narrative there is a sentence that incorrectly writes 0.058 as less than 0.05 (Jamaluddin, 2026).

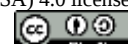


Table 7. Multicollinearity and Heteroscedasticity Tests

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	20,856	4,566		4,568	.000		
	Transformational Leadership	.449	.096	.500	4,670	.000	.798	1,254
	Work Discipline	.214	.095	.240	2,239	.029	.798	1,254

a. Dependent Variable: Employee Performance

Source: SPSS data processing results version 27 (2026); Multicollinearity Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	9,824	2,927		3,356	.000
	Transformational Leadership	-.123	.062	-.263	-1,992	.051
	Work Discipline	-.052	.061	-.112	-.848	.400

a. Dependent Variable: ABRESID

Source: Results of data processing SPSS version 27 (2026); Heteroscedasticity

The multicollinearity test shows that all variables have a tolerance above 0.10 and a VIF below 10, so there are no multicollinearity problems that interfere with the model. In the Glejser test, the significance of transformational leadership is 0.051 and work discipline is 0.400, both greater than 0.05. Thus, based on the test results, the model does not show symptoms of heteroscedasticity (Jamaluddin, 2026).

Multiple Linear Regression and Hypothesis Testing

Table 9. Multiple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	20,856	4,566		4,568	.000
	Transformational Leadership	.449	.096	.500	4,670	.000
	Work Discipline	.214	.095	.240	2,239	.029

a. Dependent Variable: Employee Performance

Source: Results of data processing SPSS version 27 (2026).

The transformational leadership regression coefficient of 0.449 indicates a positive relationship with performance. Assuming other variables remain constant, a one-unit increase in transformational

leadership is followed by a 0.449-unit increase in performance. The work discipline coefficient of 0.214 also indicates a positive direction. The standardized Beta value of transformational leadership of 0.500 is higher than that of work discipline of 0.240, so in the direct regression model, transformational leadership has a relatively stronger contribution to performance (Jamaluddin, 2026).

Table 10. t-test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,856	4,566		4,568	<.001
	Transformational Leadership	.449	.096	.500	4,670	<.001
	Work Discipline	.214	.095	.240	2,239	.029

a. Dependent Variable: Employee Performance

Source: Results of data processing SPSS version 27 (2026).

The t-test shows that transformational leadership has a positive and significant effect on employee performance. This finding is consistent with research by Mulyati and Zaki and Prahiawan, which shows that a leader's ability to provide motivation, personal attention, and intellectual stimulation can improve performance (Mulyati Awini et al., 2024; Zaki & Prahiawan, 2024). Practically, leaders who are able to provide clear direction and encourage employees to work better can help employees achieve targets and complete work more effectively (Arieska, 2025).

Table 11. F Test

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	252,650	2	126,325	22,715	<.001b
	Residual	355,917	64	5,561		
	Total	608,567	66			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Transformational Leadership

Source: Results of data processing SPSS version 27 (2026).

The F value of 22.715 with a significance level of <0.001 indicates that transformational leadership and work discipline simultaneously have a significant effect on employee performance. This result reinforces the view that performance cannot be adequately explained by a single factor. Leadership provides direction, motivation, and support, while discipline translates these directions into consistent work behavior. This simultaneous finding aligns with research examining transformational leadership and work discipline simultaneously (Sariningrum et al., 2023; Kahananto & Lahindah, 2025; Dzul Ikram, 2025).

Table 12. Coefficient of Determination (R²)

Model Summary

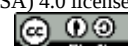
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.644a	.415	.397	2,358

a. Predictors: (Constant), Work Discipline, Transformational Leadership

b. Dependent Variable: Employee Performance

Source: Results of data processing SPSS version 27 (2026).

The R Square value of 0.415 means that 41.5% of the variation in employee performance can be explained by transformational leadership and work discipline in the research model, while the remaining 58.5% is explained by other factors not included in the model. These results also indicate that



both variables are important, but do not yet cover all determinants of performance. Factors such as motivation, work environment, organizational culture, job satisfaction, compensation, and workload can be areas for further research development (Saputra & Arifin, 2024; Sari & Kurniawan, 2024).

The Role of Work Discipline Mediation

Table 13. Mediation Effect Test (Sobel Test)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24,586	4,381		5,612	.000
Transformational Leadership	.546	.088	.608	6,170	.000

a. Dependent Variable: Employee Performance

Source: Results of processing data using SPSS version 27 (2026)

Mediation testing shows that transformational leadership has a coefficient of 0.546 on the output used in the mediation effect test, with a t-value of 6.170 and a significance of <0.001. Sobel's calculation produces a calculated t-value of 1.960. In the thesis, this value is compared with the limit of 1.96 and it is concluded that work discipline plays a role as a link between transformational leadership and employee performance (Jamaluddin, 2026).

Substantively, the mediation findings suggest that transformational leadership is not only directly related to performance but can also operate through disciplinary behavior. Leaders who provide inspiration, work direction, support, and individual attention can build employee awareness of rules and responsibilities. Improved discipline then helps employees complete work on time, follow procedures, and maintain the quality of their work. Thus, work discipline can be understood as a behavioral mechanism linking leadership practices to performance achievement.

However, there are limits to interpretation that need to be considered. The Sobel value of 1.960 is very close to the limit of 1.96. Therefore, the mediation conclusions in this article follow the results and conclusions of the thesis, but for a more rigorous scientific publication, it is recommended to re-verify the mediation calculations using the path coefficient values of $X1 \rightarrow X2$, $X2 \rightarrow Y$, and the standard error of each path or using *bootstrapping*. This will make the evidence of mediation stronger and more replicable.

Integrated Discussion

Overall, the research results show that transformational leadership is the strongest factor in the direct regression model, indicated by Beta 0.500 and B coefficient 0.449. These results support research stating that leadership that is able to inspire, provide personal attention, and encourage employee development can improve performance (Mulyati Awini et al., 2024; Zaki & Prahiawan, 2024). At PT Yura Engineering, these findings are relevant to the pre-survey results which show that the majority of respondents assess that leaders have provided inspiration, direction and work goals, encouragement to work better, and motivation.

Work discipline makes a smaller direct contribution than transformational leadership, but it remains significant. This does not mean discipline is less important. In fact, when discipline is positioned as a mediating variable, its role becomes more strategic because discipline is a form of behavior that can translate leadership into work habits. Fluctuating tardiness data suggests that discipline issues are not

yet fully stable. Therefore, inspirational leadership requires a consistent system of supervision, rules, rewards, and consequences.

The R^2 result of 41.5% also shows that improving performance requires a more comprehensive approach. This finding is consistent with research that places motivation, job satisfaction, work environment, organizational culture, and other factors as additional determinants of performance (Saputra & Arifin, 2024; Sari & Kurniawan, 2024; Mangasi & Hia, 2024). This means that companies should not interpret the research results as evidence that only transformational leadership and work discipline determine performance.

The most relevant managerial implication is leadership development for managers and supervisors, particularly the ability to inspire, build a shared vision, provide individualized attention, and model discipline. At the same time, companies need to systematically and transparently strengthen disciplinary systems, particularly managing lateness, adhering to procedures, rewarding disciplined behavior, and addressing consequences for violations. Integrating these two approaches better aligns with the results of the simultaneous test and the mediating role found.

Conclusion

This study shows that transformational leadership has a positive and significant effect on employee performance at PT Yura Engineering. Work discipline also has a positive and significant effect on employee performance. Simultaneously, transformational leadership and work discipline have a significant effect on performance with an F value of 22.715 and a significance level of <0.001 . The model explains 41.5% of the performance variation through an R^2 of 0.415.

The Sobel test result of 1.960, in accordance with the conclusion in the thesis, indicates that work discipline plays a role as a link between transformational leadership and employee performance. This finding confirms that strengthening leadership should not only be directed at providing motivation and inspiration, but also at developing disciplined work behavior. For PT Yura Engineering, performance improvement strategies can be implemented through developing transformational leadership, strengthening supervision and timeliness, consistently implementing rewards and consequences, and periodically evaluating other factors that influence performance.

It is recommended that further research expand the variables by including work motivation, organizational culture, work environment, compensation, or job satisfaction, and use a larger sample. For mediation testing, the use of bootstrapping or path analysis/Structural Equation Modeling can be considered to make the indirect effect estimates more robust and replicable (Nurdiwangsa & Suprihadi, 2023).

Thank-you note

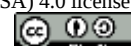
The author would like to thank Bina Insani University, the supervising lecturer, and the management and employees of PT Yura Engineering who have supported the implementation of the research and data collection.

To ensure all research test results are documented in the article, the following table summarizes the calculated r values for all items listed in the thesis. All items have a calculated r value greater than the table r of 0.2404, thus being declared valid.

Based on the results of the study, it can be concluded that teamwork and work environment have a positive and significant effect on employee performance both partially and simultaneously. Teamwork has a significant effect with a calculated t value of $11.951 > 1.982$ and a significance of $0.000 < 0.05$, while the work environment also has a significant effect with a calculated t value of $5.502 > 1.992$ and a significance of $0.000 < 0.05$. Simultaneously, both variables have a significant effect on employee performance with a calculated F value of $75.106 > 3.12$ and a significance of $0.000 < 0.05$. The coefficient of determination value of 67.3% indicates that employee performance can be explained by teamwork and work environment, while 32.7% is influenced by other factors outside the study. This finding implies that companies need to strengthen collaboration, communication, mutual assistance, and improve work environment conditions, especially lighting aspects.

Complete Summary of Validity Test

Item breakdowns show no items were dropped. For transformational leadership, the lowest score was KT6 at 0.447; for work discipline, the lowest score was DK5 at 0.344; and for employee



performance, the lowest score was KK10 at 0.285. Despite being the lowest scores for each construct, all remained above the r table of 0.2404 and were therefore retained for analysis.

Fifth, the mediation test in the thesis yielded a Sobel $t = 1.960$, which is very close to the 1.96 threshold. The mediation conclusion in this article follows the thesis's conclusion, but the evidence should be re-verified using a bootstrapping procedure in further research. This step can provide confidence intervals for the indirect effect and reduce reliance on a single critical value boundary.

Fourth, there are differences in the figures between the thesis abstract and the analysis results table in several sections, particularly F , R^2 , and t values. This article uses figures derived from the test results table in Chapter IV, namely $F = 22.715$, $R^2 = 0.415$, $t_{X1} = 4.670$, and $t_{X2} = 2.239$. The consistency of the figures needs to be re-checked in the original SPSS output before the article is submitted to the journal.

Third, data was collected using a self-report questionnaire. This method carries the risk of perception bias because respondents may provide answers deemed safe or consistent with organizational expectations. The use of interviews, actual performance appraisal data, absence records, or superior assessments can be complementary to enhance objectivity.

Second, the number of respondents that could be processed was 67 out of a population of 80 employees. This size is adequate for the context of the company studied, but generalizations to other companies should be made with caution. Future research could involve multiple companies or a larger number of respondents so that results can be compared across organizations.

This study has limitations that should be considered when interpreting the results. First, the study only used two primary predictors: transformational leadership and work discipline. In the context of engineering and construction companies, performance can be influenced by other factors such as workload, job pressure, facilities, compensation, motivation, and job satisfaction. Therefore, the R^2 value does not fully reflect all factors that determine performance.

Research Limitations

Fifth, the R^2 result of 41.5% indicates that 58.5% of performance variation still stems from factors outside the model. Therefore, performance improvement policies should not focus solely on leadership and discipline. Management can conduct regular surveys on motivation, job satisfaction, workload, work environment, compensation, and organizational culture to identify other factors that need to be addressed.

Fourth, companies need to combine rewards and consequences transparently. Employees who consistently demonstrate discipline and performance can receive recognition, while repeated violations need to be handled based on clear procedures. This approach is crucial so that discipline is not perceived solely as punishment, but as a standard of behavior that contributes to collective success.

Third, the persistent fluctuating phenomenon of lateness demonstrates the importance of regular discipline monitoring. Companies can create simple indicators such as the level of lateness per unit, adherence to procedures, timely completion of work, and the number of violations. This data can be used as a basis for management evaluations, ensuring that interventions are not only undertaken when problems become significant.

Second, work discipline needs to be managed as a behavioral process, not simply as an administrative rule. The mediation findings in this thesis indicate that discipline can be a pathway connecting leadership to performance. Therefore, leaders can set an example in punctuality, adherence to procedures, and responsibility. This exemplary behavior is then reinforced by a consistent monitoring and evaluation system.

The research results offer several implications that PT Yura Engineering can implement. First, because transformational leadership demonstrated the largest regression coefficient in the direct model, the company needs to prioritize manager and supervisor competency development. This development should not only consist of technical leadership training but also focus on the ability to build a work vision, clearly communicate goals, inspire, provide individual attention, and motivate employees to perform better.

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