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The Influence of Work Discipline, Communication, and Role Clarity on Employee Performance with Social Support as a Moderating Variable at PT. XYZ Construction Surabaya

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Abstract

This study was conducted to examine the influence of work discipline, communication, and role clarity on employee performance and to analyze the moderating role of social support within the organizational context of PT. XYZ Construction Surabaya. The research was motivated by the recurring issues of declining performance and project delays, which indicated inadequate work discipline, ineffective communication flows, and role ambiguity among employees. Existing studies had not yet comprehensively integrated these variables in a single empirical model nor evaluated the moderating effect of social support in the construction industry setting, creating a research gap that this study intended to address. A quantitative research method was applied, involving 90 employees selected through a saturated sampling technique, and the data were analyzed using Structural Equation Modeling with Partial Least Squares. The findings showed that work discipline, communication, and role clarity positively and significantly affected employee performance, while social support did not moderate these relationships. The model explained 48.0% of the variance in Employee Performance (R^2=0.480). The study contributed theoretically by confirming the dominant role of structural performance drivers over psychosocial support, and practically by providing managerial insights into improving performance in project-based environments. Suggestions for future research were provided based on identified limitations.

Keywords: *Work Discipline, Communication, Role Clarity, Social Support, Employee Performance, Construction Industry.*

INTRODUCTION

In this era of globalization and rapid industrial change, competition between companies requires organizations to have high-performing human resources (HR) as a sustainable competitive advantage (Ángeles López-Cabarcos et al., 2022). Business success today is no longer determined solely by technological superiority or financial capital, but also by the organization's ability to manage and optimize human resources as strategic internal assets. This perspective is emphasized within the Resource-Based View (RBV) theory, which argues that competitive advantage arises when organizations possess valuable, rare, inimitable, and irreplaceable internal resources, including human capital and psychosocial organizational support (Barney et al., 2001; Becker & Gerhart, 1996; Hitt et al., 2009). Accordingly, organizations require a comprehensive approach to strengthening performance drivers that directly influence employee productivity and work quality.

In Indonesia, the construction sector plays a strategic role in supporting national economic growth and infrastructure development. However, employment dynamics in the sector show fluctuating trends. The number of construction workers rose from 7.93 million in February 2021 to 9.47 million in August 2024, before falling to 8.7 million in February 2025, illustrating unstable working conditions that demand adaptive and responsive HR management supported by clear performance governance. These dynamics reflect challenges faced by organizations operating in project-based environments, particularly in Engineering, Procurement, and Construction (EPC) companies characterized by strict deadlines, cost efficiency demands, high operational risks, and output accuracy requirements.

Figure 1. Number of People Employed in Indonesia's Construction Sector
Source: (Badan Pusat Statistik & DataIndonesia.id, 2025)

Within this context, PT. XYZ Konstruksi Surabaya faces operational challenges related to complex cross-functional coordination, where minor procedural errors or delays can cause significant financial losses and negatively affect customer trust and project continuity. As an EPC company, performance is highly dependent on project timeliness, strict adherence to technical specifications, and stringent safety (HSE) risk management. Therefore, strengthening employee performance becomes a critical imperative to ensure sustainable organizational productivity.

To address these challenges, organizations must optimize internal performance determinants consisting of both structural and psychosocial factors. Work discipline becomes a fundamental component of performance assurance through consistency in adhering to rules, punctuality, and compliance with Standard Operating Procedures (SOP). Low discipline manifested in tardiness, absenteeism, or procedural violations leads to reduced work effectiveness, delayed project progress, and heightened risk of workplace accidents, especially in high-risk sectors such as construction (Hasibuan et al., 2021; Nabilah & Ridwan, 2022). Work discipline is a fundamental predictor of performance. Employee compliance with work rules and procedures has been proven to have a significant and positive influence on Employee Performance (Andjarwati, 2021; Andjarwati et al., 2019). Likewise, communication is a vital mechanism that ensures clear information distribution, minimizes misunderstandings, and supports collaborative work processes. Ineffective communication can trigger misinterpretation, internal conflict, and decreased coordination efficiency (Adly et al., 2025; Tarihoran & Nasution, 2023). Meanwhile, role clarity reflects employees' understanding of expected responsibilities, authority boundaries, and performance indicators. Role ambiguity tends to increase role stress, disrupt work prioritization, and diminish work outcomes (Albort-morant et al., 2020; Zettna et al., 2025).

According to the Job Demands–Resources (JD-R) Model, social support functions as an essential job resource that acts as a psychological buffer against high workload pressure, promoting emotional stability and motivation while reducing strain (Bakker & Demerouti, 2007; Demerouti et al., 2001). In this model, social support is hypothesized not only as a direct predictor but also as a resource that may strengthen the positive impact of other structural job resources (Work Discipline, Communication, Role Clarity) on performance, especially within a high-demand work environment like EPC. In project-based operations where pressure and risk levels are high, the presence of supportive social interactions from supervisors, coworkers, and organizations is believed to strengthen employees' ability to achieve optimal performance. In project-based operations where pressure and risk levels are high, the presence of supportive social interactions from supervisors, coworkers, and organizations is believed to strengthen employees' ability to achieve optimal performance. Social Support can be viewed as a valuable organizational resource (RBV). This support functions to moderate (strengthen) the causal relationship because it creates unique internal capabilities and a conducive work environment (Andjarwati et al., 2023; Darmavika & Ridwan, 2023).

Although existing research has demonstrated the significant influence of work discipline, communication, and role clarity on employee performance across various industries Kusumadewi & Rini 2025; Sela et al., 2025; Syrahputra & Andjarwati, 2025 previous studies generally examined these variables separately and did not investigate them within an integrated framework. Moreover, research combining these factors with social support as a moderating variable remains limited, particularly within the construction and EPC sector in Indonesia. Studies focusing on complex industrial

environments requiring precision and collaboration often overlook the possibility that psychosocial support may strengthen or buffer the relationship among structural performance drivers. Therefore, there is a clear empirical and contextual research gap concerning how work discipline, communication, and role clarity collectively shape employee performance under the moderating influence of social support within high-pressure project organizations.

The novelty of this study lies in developing and testing an integrated conceptual model that simultaneously examines the effects of work discipline, communication, and role clarity on employee performance while positioning social support as a moderating variable in the EPC organizational context of PT. XYZ Konstruksi Surabaya. This model contributes theoretically by expanding understanding of how structural and psychosocial factors interact to enhance performance, and contributes practically by providing evidence-based managerial insights to guide HR performance improvement strategies tailored to project-based industrial environments.

This study makes a significant contribution by testing a conceptual framework that positions Work Discipline, Communication, and Role Clarity as independent variables that influence Employee Performance, and Social Support as a moderating variable a configuration that has rarely been comprehensively studied in the construction service industry, particularly at PT. XYZ Konstruksi Surabaya. Furthermore, the use of the Partial Least Squares-based Structural Equation Modeling (SEM-PLS) method enables a robust and in-depth analysis of the complex structural relationships between variables. Practically, the results of this study are expected to provide empirical evidence for the management of PT. XYZ Konstruksi Surabaya in formulating strategies to improve employee performance through strengthening work discipline, effective communication, and role clarity, as well as utilizing social support as a supporting element. These findings can also be a reference for companies in developing more sustainable human resource management policies that are in line with organizational goals.

RESEARCH METHODS

This study uses a causal explanatory research design aimed at explaining causal relationships and testing the influence of independent variables on dependent variables through a quantitative approach. The causal explanatory method is considered relevant because the research seeks to empirically verify the effect of Work Discipline, Communication, and Role Clarity on Employee Performance, and examine the moderating effect of Social Support within one integrated model through hypothesis testing.

The population of this study consists of 94 employees of PT. XYZ Konstruksi Surabaya, including permanent and contract employees involved in project and workshop operations. This population was selected because all components of the organization contribute directly to work productivity and the performance of EPC projects, making them relevant for measuring performance-based behavioral variables. The sampling technique used is saturation sampling (census sampling), where all population members are used as research samples. This technique is justified because the number of employees is relatively small (under 200 respondents), the characteristics of the population are homogeneous based on job duties, and census sampling minimizes sampling bias while ensuring comprehensive representation. A total of 94 questionnaires were distributed, but only 90 were returned and usable for analysis; therefore, the final sample consisted of 90 respondents.

Operational definitions are used to translate theoretical concepts into measurable indicators. The study involves independent variables, a dependent variable, and a moderating variable. Indicators were measured using a 1–5 Likert scale (1 = strongly disagree to 5 = strongly agree). The table below summarizes the key indicators used in the analysis:

Table 1. Operational Variable Matrix

Variables	Variabel Name	Indicators
ndependent Variable	Work Discipline (X1)	Attendance Rate; Compliance with Work Procedures; Following Superiors' Orders; Sense of Responsibility; Awareness in Work
	Communication (X2)	Clarity of Commands and Instructions; Quality of Information; Smoothness of Two-Way

Variables	Variabel Name	Indicators
		Communication Flow; Openness and Feedback; Effectiveness of Message Delivery
	Role Clarity (X3)	Rights and Authority; Job Responsibilities; Work Scheduling; Work Goals and Requirements; Work Expectations; Feedback from Superior
Moderating Variables	Social Support (M)	Emotional Support; Instrumental Support; Informational Support; Appreciative Support
Dependent Variable	Employee Performance (Y)	Quantity of Work; Work Quality; Time Utilization; Cooperation

Source: Data processed by researchers, 2025

Primary data were obtained through structured questionnaires distributed directly and via digital forms. Prior to the main data collection, a pilot test (pre-test) was conducted on 30 non-population respondents to assess the instrument's clarity, validity, and reliability. The pre-test results confirmed the suitability of the instrument, as all measurement items recorded Outer Loadings above the 0.70 threshold, and all constructs demonstrated robust reliability with Cronbach's Alpha and Composite Reliability values exceeding 0.70. A pre-test on 30 respondents outside the population was conducted to ensure validity and reliability. All indicators met the validity and reliability requirements.

The Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach using SmartPLS 4 was selected for its suitability for complex models involving multiple variables and interaction effects. Specifically, PLS-SEM is deemed appropriate because its primary objective is theory prediction, aiming to maximize the explained variance (R^2) of the dependent construct, making it ideal for applied research contexts focused on managerial outcome prediction. It does not require normal distribution assumptions, making it appropriate for real-field organizational data. Furthermore, the method is effective for the study's small-to-medium sample size of 90 respondents. The analysis included evaluating the measurement model (outer model) and the structural model (inner model). Hypothesis testing utilized the bootstrapping method, with significance determined by a t-statistic more than 1.96 and a p-value less than 0.05.

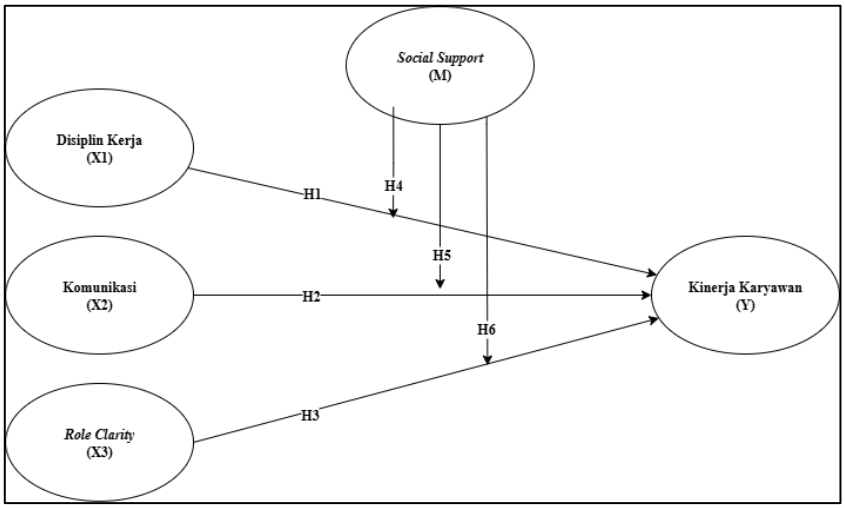

Figure 2. Conceptual Framework

Figure 2 presents the conceptual framework of this study, which includes six proposed hypotheses representing direct and indirect relationships between variables. The SEM-PLS technique was selected because it suitable for complex models involving multiple variables, including interaction or moderation effects. It does not require normal distribution assumptions, making it appropriate for real-field organizational data. Effective for small to medium sample sizes (30–200 samples) and allows simultaneous assessment of measurement models (outer model) and structural models (inner model).

The analysis included outer model evaluation (validity and reliability) and inner model evaluation (R-square, effect size, predictive relevance, and model fit). Hypothesis testing used the bootstrapping method with t-statistic ≥ 1.96 and p-value < 0.05 as significance criteria.

RESULT AND DISCUSSION

This research applied Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4.0 to examine the effect of Work Discipline, Communication, and Role Clarity on Employee Performance and to test the moderating effect of Social Support. A total of 90 valid responses were processed. The evaluation consisted of measurement model (outer model) testing and structural model (inner model) testing.

Measurement Model (Outer Model)

The results of convergent validity testing indicate that all indicator loading values were above 0.70, meeting the required threshold. The Average Variance Extracted (AVE) values were above 0.50 for each construct, indicating that each variable had good discriminant validity. Composite Reliability values for all variables exceeded 0.70, proving internal consistency and reliability of the instrument. Therefore, the measurement model was declared valid and reliable for structural testing:

Table 2. of Convergent Validity Test (Outer Loading) in the Second Order Test

Construct	Indicators	Outer Loading	Description
Work Discipline (X1)	X1.1	0.845	Valid
	X1.2	0.851	Valid
	X1.3	0.862	Valid
	X1.4	0.877	Valid
	X1.5	0.893	Valid
	AVE	**0.750**	**Meets**
Communication (X2)	X2.1	0.822	Valid
	X2.2	0.836	Valid
	X2.3	0.886	Valid
	X2.4	0.861	Valid
	X2.5	0.814	Valid
	AVE	**0.712**	**Meets**
Role Clarity (X3)	X3.1	0.901	Valid
	X3.2	0.884	Valid
	X3.3	0.858	Valid
	X3.4	0.816	Valid
	X3.5	0.873	Valid
	X3.6	0.857	Valid
	AVE	**0.749**	**Meets**
Social Support (M)	M1	0.911	Valid
	M2	0.784	Valid
	M3	0.843	Valid
	M4	0.857	Valid
	AVE	**0.722**	**Meets**
Employee Performance (Y)	Y1	0.878	Valid
	Y2	0.875	Valid
	Y3	0.854	Valid
	Y4	0.876	Valid
	AVE	**0.758**	**Meets**

Source: Data processed by the researcher using SmartPLS 4, 2025

Table 3 shows that all variable indicators have outer loading results of more than 0.70 and all variable indicators have Average Variance Extracted (AVE) results of more than 0.50. This indicates

that all variable indicators meet the convergent validity criteria. It can therefore be concluded that all variable indicators are valid and can proceed to further analysis.

Discriminant Validity

Discriminant validity aims to ensure that each construct in the structural model is empirically distinct from other constructs. One of the most commonly used methods for testing discriminant validity is the Fornell-Larcker Criterion, which compares the square root of the Average Variance Extracted (AVE) value with the correlation between constructs. Discriminant validity is considered to be satisfied if the AVE root value is greater than the correlation between constructs:

Table 3. Fornell-Larcker Criterion

Variabel	Work Discipline (X1)	Employee Performance (Y)	Communication (X2)	Role Clarity (X3)	Social Support (M)
Work Discipline (X1)	**0.866**				
Employee Performance (Y)	0.464	**0.871**			
Communication (X2)	0.407	0.497	**0.844**		
Role Clarity (X3)	0.284	0.428	0.160	**0.865**	
Social Support (M)	0.108	0.258	0.152	-0.033	**0.850**

Source: Data processed by the researcher using SmartPLS 4, 2025

Discriminant validity testing can also be conducted through crossloading between indicators and their constructs:

Table. 4 Cross Loading

Variabel	Work Discipline (X1)	Communication (X2)	Role Clarity (X3)	Social Support (M)	Employee Performance (Y)
X1.1	**0.845**	0.397	0.170	0.049	0.393
X1.2	**0.851**	0.315	0.267	0.126	0.446
X1.3	**0.862**	0.328	0.351	0.112	0.342
X1.4	**0.877**	0.387	0.260	0.111	0.405
X1.5	**0.893**	0.336	0.193	0.069	0.408
X2.1	0.288	**0.822**	0.105	0.150	0.351
X2.2	0.354	**0.836**	0.124	0.090	0.420
X2.3	0.383	**0.886**	0.199	0.100	0.463
X2.4	0.475	**0.861**	0.175	0.166	0.445
X2.5	0.196	**0.814**	0.059	0.140	0.406
X3.1	0.288	0.121	**0.901**	0.036	0.387
X3.2	0.277	0.146	**0.884**	-0.045	0.386
X3.3	0.202	0.036	**0.858**	-0.035	0.358
X3.4	0.148	0.123	**0.816**	0.040	0.326
X3.5	0.300	0.226	**0.873**	-0.098	0.382
X3.6	0.244	0.173	**0.857**	-0.060	0.380
M1.	0.122	0.175	-0.056	**0.911**	0.256

Variabel	Work Discipline (X1)	Communication (X2)	Role Clarity (X3)	Social Support (M)	Employee Performance (Y)
M2.	0.173	0.148	0.083	**0.784**	0.184
M3	0.019	0.095	-0.084	**0.843**	0.226
M4.	0.064	0.094	-0.032	**0.857**	0.202
Y1	0.399	0.494	0.345	0.211	**0.878**
Y2	0.402	0.344	0.387	0.301	**0.875**
Y3	0.363	0.441	0.268	0.216	**0.854**
Y4	0.446	0.450	0.473	0.178	**0.876**

Source: Data processed by the researcher using SmartPLS 4, 2025

Cross loading is a discriminant validity evaluation technique that aims to ensure that each indicator has the highest correlation with the intended construct, compared to its correlation with other constructs in the model. In the PLS-SEM approach, discriminant validity is considered fulfilled if the indicator loading value for the original construct is higher than the loading for other constructs (Hair et al., 2022). Overall, these cross loading results provide strong empirical evidence that all indicators in the measurement model have a high affinity for their original constructs and do not show symptoms of multicollinearity between constructs.

Reliability Test

Table 5. Resuilt of Composite Reliability and Cronbach Alpha

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Work Discipline (X1)	0.917	0.920	0.937
Communication (X2)	0.899	0.905	0.925
Role Clarity (X3)	0.933	0.935	0.947
Social Support (M)	0.871	0.887	0.912
Employee Performance (Y)	0.894	0.898	0.926

Source: Data processed by the researcher using SmartPLS 4, 2025

Reliability testing aims to assess the level of consistency of research instruments in measuring latent constructs. In the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, construct reliability is generally assessed through three main indicators, namely Cronbach's Alpha, Composite Reliability (ρ_a), and Composite Reliability (ρc). A construct is considered reliable if it meets the criteria of Cronbach's Alpha ≥ 0.70 and Composite Reliability ≥ 0.70. Table 5 shows that all constructs in the model exhibit very high reliability values, well above the minimum threshold of 0.70. Specifically, the Composite Reliability (ρ_a) values are also consistently above 0.70 (ranging from Role Clarity at 0.935 as the highest and the lowest is Social Support at 0.887), which strongly confirms the robustness and internal consistency of the measurement instrument.

Structural Model (Inner Model)

Inner Model evaluation is conducted to determine the relationship between latent constructs and the level of influence of independent variables on dependent variables. In PLS-SEM, structural model evaluation is carried out through several stages, namely R-Square (R^2) value, Predictive Relevance (Q^2), Effect Size (f^2), and model Goodness of Fit (SRMR). This stage is important to assess whether the structural model is feasible and capable of adequately explaining the research phenomenon.

According to Hair et al. (2019), an R^2 value of 0.25 is considered weak, 0.50 moderate, and 0.75 strong. Thus, an R^2 value of 0.480 falls into the moderate to strong category, indicating that the structural model has substantial explanatory power for the Employee Performance construct.

Table 6. Result of R-Square Test

Endogenous Construct	R-square	R-square adjusted
Employee Performance (Y)	0.480	0.435

Sumber: Data hasil olah Peneliti dengan SmartPLS 4, 2025

From Table 6, it can be seen that the R-square value (R^2) reflects the proportion of variance in the endogenous construct that can be explained by the exogenous constructs in the structural model. In this context, the Employee Performance (Y) construct has an R^2 value of 0.480, which means that 48% of the variance in Employee Performance can be explained simultaneously by the Work Discipline (X1), Communication (X2), Role Clarity (X3), and Social Support (M) constructs. The remaining 52% is explained by other factors outside the model.

Model Fit Test

Model fit evaluation aims to assess the extent to which the constructed model structure is able to represent empirical data globally. Table 8 shows the results of model fit evaluation based on the SRMR, d_ULS, d_G, Chi-square, and NFI indicators in the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach.

Table 7. Model Fit Test Results

Indikator Fit	Saturated Model	Estimated Model
SRMR	0.065	0.065
d_ULS	1.255	1.261
d_G	0.624	0.625
Chi-square	307.808	309.902
NFI	0.817	0.816

Source: Data processed by the researcher using SmartPLS 4, 2025

The model fit evaluation results show that the SRMR value of 0.065 is below the recommended limit of 0.08, so the model is declared to have adequate overall suitability. The relatively small and consistent d_ULS and d_G values indicate that there is no significant structural distortion in the model. Although chi-square shows absolute misfit between the model and the data, this is a common and often accepted outcome in PLS-SEM due to the chi-square test's high sensitivity to sample size, making it a secondary criterion compared to SRMR in this approach. Small differences between the values indicate the stability of the model structure. In addition, the NFI value of 0.817 remains in the statistically acceptable category. Overall, these indicators confirm that the model has met the eligibility criteria to proceed to the stage of analyzing the causal relationships between constructs.

Hypothesis Testing Results

Hypothesis testing in this study was conducted by looking at the path coefficient, t-statistic, and p-value values. The hypothesis was accepted if it showed a t-statistic value > 1.96 and a p-value < 0.05 at a 5% significance level. The results of the testing on the research model are shown in Table 8.

Table 8. Hypothesis Testing Results

Hipotesis	Koefisien (O)	t-statistic	p-value	Keputusan
H1: X1 → Y	0.243	2.561	0.010	Significant
H2: X2 → Y	0.317	3.686	0.000	Significant
H3: X3 → Y	0.308	4.154	0.000	Significant
H4: M×X1 → Y	0.125	1.067	0.286	InSignificant
H5: M×X2 → Y	-0.076	0.872	0.383	InSignificant
H6: M×X3 → Y	-0.140	1.810	0.070	InSignificant

Source: Data processed by the researcher using SmartPLS 4, 2025

Based on the results shown in Table 8, of the six hypotheses tested, three hypotheses (H1, H2, and H3) were accepted and found to be significant. Meanwhile, the other three hypotheses (H4, H5, and H6) were rejected and found to be insignificant. The summary of the direct effects (H1, H2, and H3) indicates that Work Discipline ($\beta = 0{,}243$), Communication ($\beta = 0{,}317$), and Role Clarity ($\beta = 0{,}308$), each have a positive and statistically significant influence on Employee Performance.

Based on the characteristics of the employee in PT. XYZ Konstruksi Surabaya that shown on table 9, the majority of respondents were male, with 82 people (91,1%), compared to 8 females (8,9%). In terms of age, the majority of respondents were in the 36–45 age range, numbering 33 people (36.7%), followed by those aged > 50, numbering 15 people (16.7%), and those aged 31–35, numbering 16 people (17.8%). This data shows that most respondents are of productive age with considerable work experience. In terms of length of employment, a dominant proportion (63.3%) of respondents possessed more than 10 years of work experience , which indicates a profound understanding of the company's operations and work culture. This high level of seniority and operational experience likely contributes to the robustness of the findings regarding the significance of structural factors such as Work Discipline and Role Clarity, as long-tenured employees are typically highly compliant with formal procedures and possess clearly defined role knowledge in the demanding EPC environment.

Based on the highest level of education, the majority of respondents were high school/vocational school graduates, totaling 51 people (56.7%), followed by D4/S1 graduates, totaling 27 people (30.0%). This reflects that the composition of the workforce mostly comes from vocational secondary education and professional bachelor's degrees. In terms of work experience, most respondents had more than 10 years of work experience, totaling 57 people (63.3%), which shows that respondents have a good understanding of the company's activities and work culture. In terms of job titles or positions, the largest percentage came from Production & Fabrication, with 28 people (31.1%), followed by Facilities & Infrastructure with 20 people (22.2%) and Projects with 17 people (18.9%). This shows that most respondents came from operational divisions directly related to production activities:

Table 9. Respondent Characteristic

Classification	Description	Number	Percentage
Highest Education	High School Equivalent	51	56,7%
	D3	3	3,3%
	D4/S1	27	30,0%
	S2	4	4,4%
	Others	5	5,6%
Length of Service	0 - 2 years	13	14,4%
	3 - 5 years	10	11,1%
	6 - 8 years	6	6,7%
	9 - 10 years	4	4,4%
	> 10 years	57	63,3%
Gender	Male	82	91,1%
	Female	8	8,9%
Organizational Position/Title	Director	4	4,4%
	Manager	3	3,3%
	Administration	10	11,1%
	Electrical And Mechanical	1	1,1%
	Engineering	3	3,3%
	Facilities And Infrastructure	20	22,2%
	HSE - K3	2	2,2%
	Procurement	2	2,2%
	Production And Fabrication	28	31,1%
	Project	17	18,9%
Age	< 26 years	6	6,7%
	26 - 30 years	8	8,9%

31 - 35 years	16	17,8%
36 - 45 years	33	36,7%
46 - 50 years	12	13,3%
> 50 years	15	16,7%

Source: Data processed by researchers, 2025

In the next section discusses the meaning and implications of the findings in depth by relating them to the empirical context of the construction work environment and existing theory. The statistical findings support that Work Discipline, Communication, and Role Clarity are structural determinants of employee performance. This is aligned with theoretical foundations and previous empirical studies.

Work Discipline has a significant effect on Employee Performance

The Work Discipline construct (X1) shows a path coefficient of 0.243 with a t-statistic value of 2.561 and a p-value of 0.010, which means that its effect on Employee Performance is significant at a 95% confidence level. Based on these results, the statement of Hypothesis 1 (H1) is accepted. This indicates that the higher the Work Discipline demonstrated by individuals, the higher the level of performance achieved. Based on the hypothesis testing results, the findings of this study are also consistent and in line with the research conducted by Kirana et al. (2022) Setyawan et al. (2023) and Brancourt et al. (2022) which states that Work Discipline has a significant positive effect on Employee Performance. In addition, (Fauziah & Baskara, 2024) and (Yuliawati & Oktavianti, 2024) also found that employees with high discipline show more optimal work results. High Work Discipline is a critical factor proven to consistently influence employee output and effectiveness. Empirical studies have established that Work Discipline has a significant and positive effect on Employee Performance within the industrial and private sectors (Amir & Ridwan, 2022; Firmansyah & Ridwan, 2023; Seninasari & Ridwan, 2025). This relationship highlights that strict adherence to operational standards, safety procedures (K3), and working hours—all paramount in the construction environment—is a necessary antecedent for achieving optimal individual and organizational performance.

The findings of this study contradict the results of research conducted by (Zysman & Costinot, 2019) which states that work discipline is not partially significant to performance. This result also contrasts with some findings in non-industrial sectors where Work Discipline was not significant (Alviani & Ridwan, 2022). This divergence can be attributed to the industrial context: the high risks and tight deadlines in construction make discipline a far more absolute and critical performance metric than in other fields. This difference is likely influenced by the characteristics of jobs in the public service sector, which have different levels of pressure and workload compared to the EPC industry sector. In EPC construction environments like PT. XYZ Konstruksi Surabaya, discipline becomes critical because small procedural deviations may lead to project delays and financial risks. Thus, the present finding confirms that discipline is not only behavioral but also operationally strategic, especially in deadline-driven projects.

Communication has a significant influence on Employee Performance

Communication Structure (X2) has the strongest influence on Employee Performance, with a coefficient of 0.317, t-statistic of 3.686, and p-value of 0.000. Based on these results, the statement in Hypothesis 2 (H2) is also accepted. This finding shows that effective communication within an organization contributes significantly to improved performance, both through the clear delivery of information and the strengthening of coordination between individuals. In the context of PT. XYZ Konstruksi Surabaya, the success of inter-departmental coordination is largely determined by the flow of accurate and timely information, especially regarding changes to project schedules, task distribution, and technical field requirements. The findings from this study support previous research conducted by (Tarihoran & Nasution, 2023) which proved that internal communication has a significant effect on employee performance. Research conducted by Sumitro (2022) also shows that communication has a direct effect on performance and an indirect effect through job satisfaction. In addition, the findings from the research by Deng et al. (2023) and Arifin & Erdiansyah (2023) also provide results that are in line with this study, where the role of communication greatly supports collaboration and improves employee performance.

Effective Organizational Communication is vital for minimizing information asymmetry and ensuring smooth workflow coordination. Research has demonstrated that Organizational Communication significantly influences Employee Performance, particularly in service and non-profit organizations (Rosalina & Ridwan, 2023). In a construction context, where multiple parties must synchronize tasks, effective communication minimizes errors, reduces project delays, and facilitates rapid problem-solving, thereby positively impacting overall project outcomes and individual performance.In EPC operations, where workflows involve multi-disciplinary collaboration and time sensitivity, breakdowns in communication often result in rework, schedule delays, and conflict. Therefore, effective communication is an internal resource that supports project stability, consistent with the RBV perspective that internal capability builds sustainable performance advantage.

Role Clarity has a significant influence on Employee Performance

Role Clarity (X3) shows a significant influence with a coefficient of 0.308, t-statistic of 4.154, and p-value of 0.000. Based on these results, the statement from Hypothesis 3 (H3) is also accepted. The clarity of roles held by employees has been proven to contribute to increased work effectiveness, as individuals who understand their duties and responsibilities tend to work in a more focused and productive manner. The findings of this study are consistent and in line with the research conducted by Manolache & Epuran (2023) which found that role clarity significantly affects work outcomes. Lan et al. (2025) and (Asamani et al., 2025) also stated that role clarity improves organizational effectiveness and employee performance. The influence of Role Clarity aligns with the importance of competency and SOP implementation. When roles are clear, work efforts are directed efficiently, supported by the fact that Work Competency significantly affects Employee Performance (Sriyadi et al., 2024; Wibowo et al., 2023). Clarity regarding objectives and roles ensures optimal resource allocation by employees (Ridwan et al., 2018; Sugandi & Ridwan, 2025) These variables are particularly vital in complex projects where ambiguity and poor information flow can lead to significant project failures. In the context of PT. XYZ Konstruksi Surabaya, role clarity is very important because the project has a strict division of job responsibilities between departments such as engineering, procurement, logistics, and site execution. Role ambiguity has the potential to cause project delays or work conflicts.

Social Support moderates the influence of the relationship between Work Discipline, Communication, and Role Clarity on Employee Performance

The interaction between Social Support and Work Discipline (X1) produced a coefficient of 0.125, but it was not statistically significant (t-statistic 1.067; p-value 0.286). Then, the interaction between Social Support and Communication (X2) shows a negative coefficient of -0.076, with a t-statistic of 0.872 and a p-value of 0.383, which is also not significant. The interaction between Social Support and Role Clarity (X3) showed a negative coefficient of -0.140, with a t-statistic of 1.810 and a p-value of 0.070, which was close to the significance threshold but could not be declared significant at a 95% confidence level. Overall, these results indicate that although Social Support has a direct influence on Employee Performance, its role as a moderating variable in the relationship between exogenous constructs and performance has not been statistically proven. Therefore, based on these results, the statements in Hypothesis 4 (H4), Hypothesis 5 (H5), and Hypothesis 6 (H6) are rejected.

This non-significant moderating role is a critical finding, contrasting with the theoretical expectation derived from the Job Demands-Resources (JD-R) model, which posits that job resources like social support should enhance the effect of other resources or buffer the impact of job demands. The core explanation is rooted in the high-target, highly procedural nature of the EPC construction environment. Performance in this sector relies heavily on formal systems, technical skills, and adherence to strict procedural precision (driven by Work Discipline and Role Clarity) rather than being significantly amplified by interpersonal emotional support. This model supports the role of Social Support as a direct predictor rather than as a moderator. In other words, the presence of social support does not systematically strengthen (or weaken) the impact of independent variables on employee performance. This finding has important implications for organizational strategy development, where social support needs to be focused on as an independent element that strengthens performance, not merely as a reinforcer of the relationship between other factors. The results of this study differ from several previous studies, such as those conducted by Leow & Leow (2022) and (Cao et al., 2024), which

stated that social support can strengthen the relationship between work factors and performance. Zhang et al. (2024) also showed that social support is effective as a buffer against work pressure.

The results of this study differ from previous studies because most previous studies were conducted in collaborative work environments (education, banking, health, and technology), where social support is an important factor in productivity. Meanwhile, PT. XYZ Konstruksi Surabaya operates in a technical and high-target environment, where performance is highly dependent on technical skills, role structures, and work instructions, rather than emotional interactions. The finding that Social Support does not moderate the effect of Work Discipline, Communication, or Role Clarity on Employee Performance indicates that psychosocial support does not intensify structural relationships in EPC environments such as PT. XYZ Konstruksi Surabaya. One explanation is that EPC operations rely heavily on formal systems, regulations, and procedural precision rather than interpersonal emotional support. This finding contrasts with theoretical expectations from the Job Demands–Resources model, which posits that support should buffer stress and enhance performance.

CONCLUSION

This study analyzed the effects of Work Discipline, Communication, and Role Clarity on Employee Performance, as well as the moderating role of Social Support at PT. XYZ Konstruksi Surabaya. The SEM-PLS results confirmed that all three independent variables positively and significantly influence employee performance, indicating that structured discipline practices, effective information flow, and clear role expectations are crucial for achieving accuracy, timeliness, and operational efficiency in EPC project environments. In contrast, Social Support did not significantly moderate any of these relationships, suggesting that performance in high-pressure, productivity-driven settings is more strongly shaped by structural and procedural mechanisms than by interpersonal support.

These findings strengthen empirical understanding that organizational structure plays a more dominant role than psychosocial factors in forming performance within complex project contexts. Practically, management should prioritize reinforcing discipline systems, formalizing communication procedures, and clarifying job responsibilities as strategic steps to enhance performance, while still maintaining supportive work conditions for long-term well-being. This study's limitations such as its cross-sectional design and focus on a single company indicate the need for future research across multiple EPC organizations using longitudinal approaches and examining additional moderating or mediating variables like job satisfaction, psychological safety, or leadership style to deepen insights into performance dynamics.

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