

## Analysis of the Influence of Leadership, Work Motivation and Teamwork on Employee Performance through Employee Retention as a Moderation Variable at PT Pelindo Regional I Dumai Branch

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### ABSTRACT

This study aims to analyze the influence of leadership, work motivation, and teamwork on employee performance through employee retention as a moderating variable at PT Pelindo Regional I Dumai Branch. The phenomenon underlying this research is the importance of improving employee performance to support the effectiveness of port operations in an increasingly competitive port industry era. This study uses a quantitative method with a survey approach. The population and sample of this research are all employees of PT Pelindo Regional I Dumai Branch, totaling 35 people using saturated sampling technique (census). The data collection technique uses a questionnaire with a Likert scale, and the data analysis technique uses Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS software to test direct effects and moderating effects. The results show that: (1) Leadership has a positive and significant effect on Employee Performance; (2) Work Motivation has a positive and significant effect on Employee Performance; (3) Teamwork has no significant effect on Employee Performance; (4) Employee Retention has a positive and significant effect on Employee Performance with the most dominant influence; (5) Employee Retention significantly moderates the effect of Leadership on Employee Performance; (6) Employee Retention does not moderate the effect of Work Motivation on Employee Performance; (7) Employee Retention significantly moderates the effect of Teamwork on Employee Performance. This research provides practical implications that the management of PT Pelindo Regional I Dumai Branch needs to prioritize employee retention strategies as the main foundation in improving organizational performance, followed by strengthening leadership quality, increasing work motivation programs, and improving effective teamwork systems.

## Introduction

In the era of digitalization and globalization like today, the ability of an organization to survive and develop is highly dependent on the quality and performance of its human resources (Mangkunegara, 2017). According to (Rizky, 2022) human resources are one of the most important elements for the life of a company, where the progress and retreat of a company is one of the factors that can be determined by the human resources owned. Organizations need to manage, improve, and utilize these human resources, so that these human resources are dedicated and highly motivated, so that they are innovative and skilled in producing good performance. Improving employee work ability and work ethic will have an impact on improving employee performance, so that employees are more productive and meet the company's profit targets.

Employee performance is the main measure in assessing the effectiveness of human resources. According to Robbins in (Massie et al., 2018), performance is an optimal achievement according to the potential that an employee has, which is always a concern for organizational leaders. Meanwhile, according to (Sedarmayanti, 2017) employee performance is the result of work achieved by a person/group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned, legally, not against the law and in accordance with morals and ethics. Meanwhile, according to (Rizky, 2022), performance, which is the results achieved by a worker, can be seen from the quality and quantity that has been done by a worker in carrying out duties and responsibilities within the company, workers who have had good performance will also provide good results for the company to be able to achieve maximum results for the company. According to (Triana & Yofi, 2021), performance is the result of work achieved by a person or a group of people in an organization or company in quality and quantity in a certain period that reflects how well that person or group meets the requirements of a job in an effort to achieve the goals of the organization or company. High-performing employees will make a significant contribution to achieving organizational goals, improving operational efficiency, and driving innovation in the work environment. On the other hand, employees who are not motivated, unable to work together in a team, or feel unappreciated will tend to show negative work behaviors, such as low productivity, high absenteeism, and a desire to resign (Robbins & Judge, 2022).

PT Pelabuhan Indonesia (Persero) Regional 1 Dumai Branch as a company engaged in port services has a strategic role in supporting the smooth flow of goods and national trade, facing tough challenges in ensuring the quality of performance of its employees. Operational activities such as loading and unloading, setting ship schedules, managing customs documents, and coordinating between divisions are carried out by teams consisting of humans with different backgrounds, skills, and mindsets. Therefore, human resource management in this sector cannot be done in a standard manner, but requires an

adaptive and contextual approach, especially regarding aspects of leadership, motivation, teamwork, and retention. In a highly activity-intensive port industry, operational efficiency relies heavily on decision-making speed, coordination between teams, and the ability of individuals to adapt to fast-paced, stressful work dynamics.

Leadership is known as an important factor that determines the high and low work performance of employees in an organization (Ferine et al., 2021). This is because the success of a company is largely determined by the quality of work of its employees and leaders (Abeyrathna & Priyadarshana, 2020). (Arifin et al., 2019) states that leadership is a relationship between one individual and another, company leaders can influence other employees to be willing to work wholeheartedly together to achieve the company's desired goals. The ability of leaders to direct and coordinate the potential of all employees will be related to increasing motivation in doing work (Siswanti, 2018). According to (Hidayat et al., 2024), leadership is the process and behavior of a leader in influencing behavior and utilizing his subordinates to be willing to cooperate in carrying out duties and responsibilities to achieve company goals. Leadership according to (Romli et al., 2021) is a process that can influence and direct its members in a group to carry out their duties. Leadership as it is said is (Bohalima, 2024) a person's heroism that is used to inspire others to be willing to carry out the activities they lead by forming a team to achieve certain goals. Effective leaders can motivate, inspire, and guide employees, potentially increasing their loyalty and commitment to the Company (Gunawan & Rizky, 2024). A leader must also be able to foster the confidence of employees in carrying out their respective duties because the better a person's leadership style in a company, the higher the employee's performance. Leadership in a port organization has unique characteristics that are different from other industries. Leaders in port environments must be able to manage 24-hour operations, coordinate interconnected divisions, and make quick decisions in dynamic situations. Leadership also influences the interpretation of followers' events, organizing and activities to achieve goals, maintaining cooperative and group work relationships, gaining support and cooperation from people outside the group or organization (Dwipayana et al., 2023).

Work motivation is an internal factor that encourages employees to work with high enthusiasm and achieve the best achievements. According to (Afandi, 2016) Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results. Motivation is a state of human psychiatry and mental attitude that provides energy, encourages activities or movements and leads or channels behavior towards achieving needs that provide satisfaction or reduce imbalance (Rizky, M., 2018). Motivation according to (Prehantio, 2023) is an effort to move and direct employees so that they can carry out their respective duties in achieving their goals with full awareness, enthusiasm and responsibility. Motivation can empower people to achieve better because of the drive to achieve what they truly want (Insan &

Batubara, 2021; Miranti et al., 2025). (Widyawati, 2021) said that motivation is a condition that moves employees towards efforts to achieve organizational goals. Meanwhile, according to (Anwar, 2021), the theory of expectation argues that work motivation is determined by individual beliefs related to the business relationship of performance (expectancy = expectation), work-outcome relationship (instrumental = intermediary), and perception of the importance of various kinds of work outcomes (valence = valence). Motivation according to (Farisi et al., 2020) is the willingness to expend the highest level of effort for the company's goals, which is conditioned by the ability to meet some individual needs. At a certain point, if an employee has high motivation, then they will feel happier and willing to work harder for the organization, if happiness has been obtained, then their performance will also increase (Saputra & Adnyani, 2019).

Teamwork is an important element in port operations that requires coordination between work units. (Susanti et al., 2021) explained that teamwork is a system of combining the work of a group that is supported by various skills with clarity of goals, and also supported by leadership and communication to produce higher performance than individual performance. Teamwork based on that expressed by (Ibrahim et al., 2021) is a group of people with different abilities, talents, experiences and backgrounds who come together to achieve a single goal in one or more activities. (Putri et al., 2023) stated that teamwork is a form of skills that complement each other with a commitment to achieve a mutually agreed mission effectively and efficiently. Good teamwork is needed to be able to support the process of achieving the company's or organization's goals. No single function or work unit is capable of working alone without the support of other functions.

Employee retention is a strategic issue that cannot be ignored in the context of human resource management. According to Mathis and Jackson in (Pratiwi & Sriathi, 2017) Retention is a company's effort to retain employees to stay in the organization in order to achieve the organization's goals for a certain period of time. According to Mathis and Jackson (2016), retention is a company's effort to retain employees to stay in the organization in order to achieve the organization's goals for a certain period of time. Employee retention according to (Hernawan & Srimulyani, 2021) is an effort or technique used by company management to be able to create and improve the work environment that can encourage and keep employees to be able to work in the organization for a long time and not have the desire to move to another company. Meanwhile, (Farid & Luvia, 2022) said that employee retention means the actions of employers and management to make employees stay longer in the organization which can be done by providing appropriate and competitive compensation packages, training management and a comfortable work environment within the company. High retention reflects the company's success in retaining competent employees, while creating stability in the organization.

Employee retention is thought to play a role as a moderation variable that strengthens or weakens the relationship between leadership, work motivation, and teamwork to employee performance. Employees who have a high commitment to staying in the

company will be more responsive to leadership improvement efforts, more motivated at work, and more active in teamwork. Mathis and Jackson (2019) define employee retention as the ability of an organization to retain employees who have high competence and contribution. A high turnover rate can result in the loss of knowledge and experience that the company has invested, as well as incur significant recruitment and training costs. Although the turnover rate of PT Pelindo Regional I Dumai Branch is relatively low due to its status as a state-owned enterprise, there is a tendency for some employees to look for career opportunities elsewhere, especially in the private sector which offers better compensation and comfort. Low and fluctuating employee retention is characterized by employee turnover rates, especially among young and operational staff. Employees feel no emotional connection to the organization due to a lack of sense of belonging, and disharmonious superiors cause many employees to leave.

Based on the background of the problems described above, the researcher is interested in conducting a research entitled "Analysis of the Influence of Leadership, Work Motivation and Teamwork on Employee Performance through Employee Retention as a Moderation Variable at PT Pelindo Regional I Dumai Branch".

## **Research Methodology**

### **Research Type**

This study uses a quantitative approach with associative and causal survey methods to test the influence of several independent variables on bound variables. The research population is all employees of PT Pelindo Regional I Dumai Branch as many as 35 people, with sampling techniques using saturated sampling methods, so that the entire population is used as a sample. The data was collected through a five-point Likert Scale-based questionnaire. Data analysis was carried out using Partial Least Square (PLS) through SmartPLS software version 4.

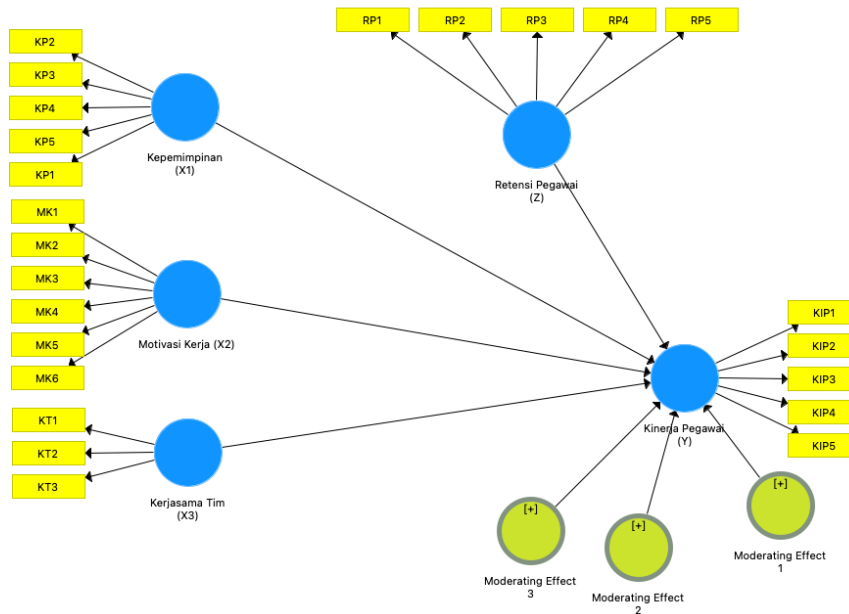
## **Results and Discussion**

### ***1. Description of Research Object***

PT Pelabuhan Indonesia (Pelindo) Regional I Dumai Branch is one of the branch units of PT Pelindo that operates in the northern part of Sumatra, especially in Dumai City, Riau Province. As a port company that manages the loading and unloading activities of port goods and services, PT Pelindo Regional I Dumai Branch has a strategic role in supporting the smooth flow of national and international logistics and trade in the region. This company has human resources that are important assets in carrying out daily port operations. As a State-Owned Enterprise (SOE) that has a strategic role in the national economy, PT Pelindo Regional I Dumai Branch manages human resources consisting of various levels of positions ranging from operational staff, administrative staff, to managerial levels who are responsible for ensuring the smooth operation of the port every day. Employees in this company are required to have good technical and managerial

competence considering the complexity of the task and the high service standards that must be met in the port industry, so that effective human resource management is the key to the company's success in achieving performance targets and providing excellent service to port service users.

## 2. Evaluation of Measurement Models (Outer Model)

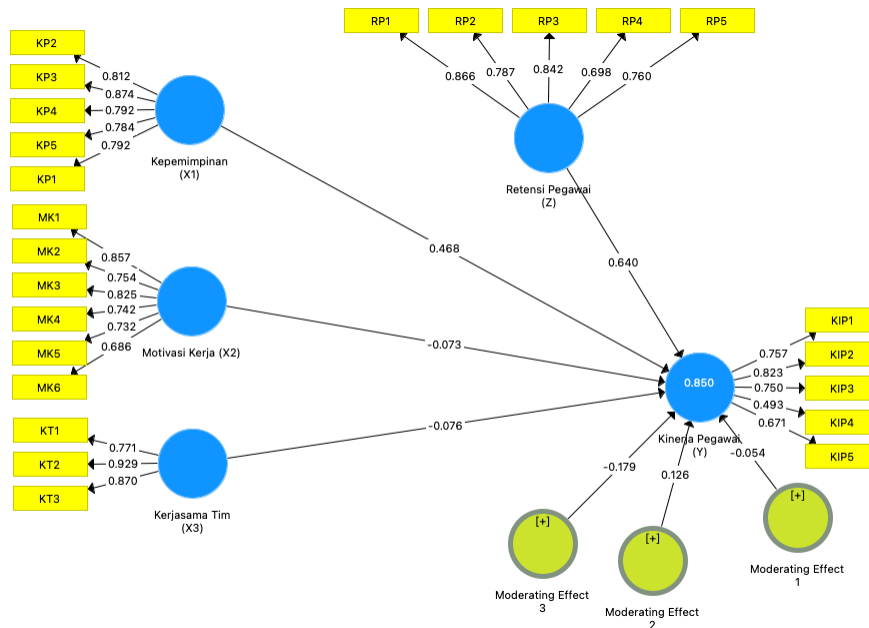


**Figure 1. Model PLS**

Source: SmartPLS Data Processing Results, 2025

### a. Convergent Validity

Convergent Validity is a test used to ensure that indicators in a single construct have a strong relationship and actually measure the same concept. The test was carried out by looking at the loading factor value ( $>0.7$ ). According to Chin, quoted by Ghozali, 2006 in (Raprayogha & Parmitasari, 2020) an outer loading value between 0.5 – 0.6 is considered sufficient. And Average Variance Extracted (AVE  $>0.5$ ) if both are met, then the construct is declared to have good convergent validity.



**Figure 2. Evaluation of the Outer Model**

Source: SmartPLS Data Processing Results, 2025

From figure 2, it shows that there is data that has a loading factor below 0.50, namely the KIP4 indicator, so the indicator must be eliminated (deleted) to recalculate.

**Table 1. Outer Loading After Elimination**

	Leadership (X1)	Teamwork (X3)	Employee Performance (Y)	Work Motivation (X2)	Employee Retention (Z)
KIP1			0,751		
KIP2			0,814		
KIP3			0,769		
KIP5			0,692		
KP2	0,804				
KP3	0,875				
KP4	0,784				
KP5	0,794				
KT1		0,769			
KT2		0,929			
KT3		0,872			
MK1				0,859	
MK2				0,751	
MK3				0,821	
MK4				0,746	
MK5				0,729	
MK6				0,691	
RP1					0,865

	Leadership (X1)	Teamwork (X3)	Employee Performance (Y)	Work Motivation (X2)	Employee Retention (Z)
RP2					0,781
RP3					0,843
RP4					0,704
RP5					0,763
KP1	0,801				

Source: SmartPLS Data Processing Results, 2025

Based on Table 1 of the Outer Loading results after elimination, it can be seen that the KIP4 indicator has been removed because it has a loading factor value below. After elimination, all remaining indicators show a loading factor value above 0.50, which means that each indicator has been able to reflect its construct well.

**Table 2. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Leadership (X1)	0,657
Teamwork (X3)	0,731
Employee Performance (Y)	0,632
Moderating Effect 1	1,000
Moderating Effect 2	1,000
Moderating Effect 3	1,000
Work Motivation (X2)	0,629
Employee Retention (Z)	0,629

Source: SmartPLS Data Processing Results, 2025

Based on Table 2, all variables have an AVE value above 0.50 which indicates the fulfillment of the convergent validity criteria. The highest score was found in the Teamwork variable (0.731), while other variables also showed good ability in representing the construct.

**b. Discriminant Validity**

Discriminant Validity is a test used to ensure that each construct in a model is completely different or does not overlap with other constructs. The test is carried out in three main ways, namely: (1) looking at the cross loading value, where each indicator must have the highest loading on its own construct compared to other constructs; (2) using the Fornell-Larcker criterion, where the square root of the AVE value of each construct must be greater than the correlation between other constructs; and (3) through the HTMT (Heterotrait-Monotrait Ratio) value which must be below 0.90 in order for the validity of the discriminant to be declared good.

**Table 3. Fornell-Larcker**

	Kepemimpinan (X1)	Teamwork (X3)	Employee Performance (Y)	Mode rating Effect 1	Mode rating Effect 2	Mode rating Effect 3	Work Motivation (X2)	Employee Retention (Z)
<b>Leadership (X1)</b>	0,852							
<b>Teamwork (X3)</b>	0,778	0,855						
<b>Employee Performance (Y)</b>	0,811	0,713	0,795					
<b>Moderating Effect 1</b>	-0,280	-0,237	-0,414	0,794				
<b>Moderating Effect 2</b>	-0,399	-0,396	-0,552	0,628	0,489			
<b>Moderating Effect 3</b>	-0,534	-0,196	-0,521	0,390	0,441	0,525		
<b>Work Motivation (X2)</b>	0,810	0,708	0,678	-0,164	-0,365	-0,433	0,793	
<b>Employee Retention (Z)</b>	0,791	0,698	0,912	-0,245	-0,462	-0,581	0,714	0,793

Source: SmartPLS Data Processing Results, 2025

Based on Table 4 of the Fornell-Larcker result, the square root value of AVE in each construct is higher than the correlation between other constructs. This shows that each variable in the model has good discriminant validity, so that it is able to distinguish itself from other constructs clearly.

**Table 4. HTMT (Heterotrait-Monotrait Ratio)**

	Kepemimpinan (X1)	Teamwork (X3)	Employee Performance (Y)	Mode rating Effect 1	Mode rating Effect 2	Mode rating Effect 3	Work Motivation (X2)	Employee Retention (Z)
<b>Leadership (X1)</b>								
<b>Teamwork (X3)</b>	0,871							
<b>Employee Performance (Y)</b>	<b>0,896</b>	<b>0,651</b>						
<b>Moderating Effect 1</b>	0,214	<b>0,251</b>	<b>0,241</b>					
<b>Moderating Effect 2</b>	<b>0,286</b>	<b>0,263</b>	<b>0,302</b>	<b>0,835</b>				
<b>Moderating Effect 3</b>	0,325	<b>0,344</b>	<b>0,312</b>	<b>0,765</b>	<b>0,773</b>			
<b>Work Motivation (X2)</b>	<b>0,618</b>	<b>0,815</b>	<b>0,841</b>	<b>0,253</b>	<b>0,291</b>	<b>0,311</b>		
<b>Employee Retention (Z)</b>	<b>0,882</b>	<b>0,803</b>	<b>1,104</b>	<b>0,213</b>	<b>0,281</b>	<b>0,329</b>	<b>0,810</b>	

Source: SmartPLS Data Processing Results, 2025

Based on Table 5 of the HTMT (Heterotrait-Monotrait Ratio) results, all HTMT values are below the limit of 0.90 so that they meet the criteria of discriminant validity. This shows that each construct in the model has a clear difference from each other and that there is no problem of multicollinearity between variables.

### c. Construct Reliability

Construct Reliability is a test used to assess the internal consistency between indicators in measuring a construct. The test was carried out by looking at Cronbach's Alpha and Composite Reliability (CR) values, where both must be greater than 0.70 for the construct to be declared reliable.

**Table 5. Cronbach's Alpha dan Composite Reliability (CR)**

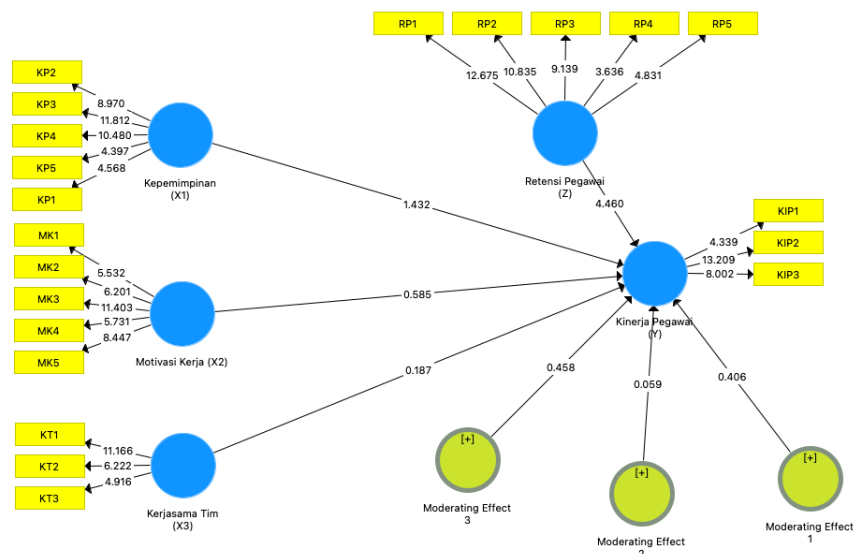
	Cronbach's Alpha	rho_A	Composite Reliability
Leadership (X1)	0,871	0,886	0,905
Teamwork (X3)	0,820	0,836	0,891
Employee Performance (Y)	0,710	0,739	0,836
Moderating Effect 1	0,977	1,000	0,937
Moderating Effect 2	0,967	1,000	0,830
Moderating Effect 3	0,932	1,000	0,726
Work Motivation (X2)	0,855	0,877	0,894
Employee Retention (Z)	0,853	0,875	0,894

Source: SmartPLS Data Processing Results, 2025

Based on Table 5, the entire construct has Cronbach's Alpha and Composite Reliability (CR) values above 0.70, indicating that all variables in the model have good construct reliability. This indicates that the indicators used are consistent in measuring each latent construct.

### 3. Evaluation of Structural Models (Inner Model)

The evaluation of the Structural Model (Inner Model) for the moderation variable aims to test the strength of the causal relationship between constructs and the role of moderation in strengthening or weakening the relationship of independent variables to dependents. Internal testing of the model was carried out to see the relationship between the construct, significance value and R-Square of the research model. The structural model is evaluated by using R-Square for the t-test-dependent construct as well as the significance of the coefficient of the structural path parameter. After modifying the model to obtain the best model, the following structural models are obtained:



**Figure 2. Bootstrapping Model Results**  
Source: SmartPLS Data Processing Results, 2025

**a. R-Square (R<sup>2</sup>)**

The R-Square (R<sup>2</sup>) is a measure that shows how much independent variables are able to explain the dependent variables in the research model. The test was carried out by looking at the R<sup>2</sup> value, where the values of 0.67 (strong), 0.33 (moderate), and 0.19 (weak) indicate the level of the model's explainability to the dependent variable.

**Table 6. R-Square (R<sup>2</sup>)**

	R Square	R Square Adjusted
<b>Employee Performance (Y)</b>	0,897	0,871

Based on Table 6, the R-Square value of 0.897 and the R-Square Adjusted of 0.871 show that independent variables (leadership, work motivation, and teamwork) and moderation (employee retention) are able to explain the very strong performance of employees at 89.7%. The rest are the influence of other independent variables that were not measured in this study.

**b. F-Square (f<sup>2</sup>)**

**F-Square (f<sup>2</sup>)** is a measure used to assess the magnitude of the influence of each independent variable on the dependent variable in a structural model. The test was carried out with the following assessment criteria: 0.02 (small), 0.15 (medium), and 0.35 (large); The higher the F<sup>2</sup> value, the stronger the influence of the independent variable on the dependent variable.

**Table 7. F-Square (f<sup>2</sup>)**

	Employee Performance (Y)
Leadership (X1)	0,154
Teamwork (X3)	0,002
Employee Performance (Y)	
Moderating Effect 1	0,110
Moderating Effect 2	0,002
Moderating Effect 3	0,073
Work Motivation (X2)	0,034
Employee Retention (Z)	1,544

Source: SmartPLS Data Processing Results, 2025

Based on Table 7 of the F-Square (f<sup>2</sup>) results, the Employee Retention variable (Z) has the highest value of 1.544, showing a very large influence on Employee Performance (Y). The Leadership variable (X1) showed a moderate influence (0.154), while Work Motivation (X2) and Moderating Effect 3 had a small influence, and the Teamwork (X3) and Moderating Effect 2 variables showed a very weak influence on Employee Performance.

#### 4. Hypothesis Tests

Hypothesis testing is the process of determining whether the conjecture or statement (hypothesis) put forward in the study can be accepted or rejected based on the results of data analysis. In SmartPLS analysis, hypothesis testing is carried out by looking at t-statistical values and p-values on the path coefficient; The hypothesis is accepted if the T-Statistic > 1.96 and the P-value < 0.05, which means that there is a significant influence between independent variables and dependent variables (or through moderation/intervening variables).

**Table 8. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership (X1) -> Employee Performance (Y)	0,330	0,315	0,230	3,432	0,013
Teamwork (X3) -> Employee Performance (Y)	-0,031	0,027	0,168	0,187	0,851
Work Motivation (X2) -> Employee Performance (Y)	0,119	-0,140	0,204	2,585	0,049
Employee Retention (Z) -> Employee Performance (Y)	0,779	0,754	0,175	4,460	0,000

Source: SmartPLS Data Processing Results, 2025

The following are the results of the path coefficient test based on the table:

Based on the results of the path coefficient analysis in Table 8, it was found that the influence of independent variables on Employee Performance at PT Pelindo Regional I Dumai Branch was found. First, the Leadership variable (X1) was proven to have a positive and significant influence on Employee Performance (Y) with a t-statistical value of 3.432 which is greater than 1.96 and a p-value of 0.013 which is smaller than the significance level of 0.05.

Second, Work Motivation (X2) also shows a positive and significant influence on Employee Performance with a t-statistical value of 2.585 > 1.96 and a p-value of 0.049 (< 0.05) proving that work motivation has a positive and significant effect on employee performance.

In contrast, the test results showed different findings for the Teamwork variable (X3). This variable does not have a significant influence on Employee Performance, with a very low t-statistical value of 0.187 (< 1.96) and a p-value of 0.851 greater than 0.05, it can be concluded that teamwork does not make a significant contribution to improving employee performance at PT Pelindo Regional I Dumai Branch.

Employee Retention (Z) has the most dominant and very significant influence on Employee Performance. With a t-statistic of 4.460 > 1.96 and a p-value of 0.000 which is far below 0.05, employee retention has a positive and significant effect on employee performance.

##### 5. MRA (Moderated Regression Analysis)

Furthermore, in testing the hypothesis in this study, it is using MRA (Moderated Regression Analysis). The mediation test was carried out to see the indirect influence of an independent variable on the dependent variable through a mediator or intermediary variable. Where the researcher will see the influence resulting from the employee retention variable (Z) moderating the variables of leadership quality (X1), work motivation (X2) and trust variable (X2). Here is the mediation test table.

**Table 9. MRA (Moderated Regression Analysis)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Moderating Effect 1 -> Employee Performance (Y)	0,139	0,038	0,343	3,406	0,005
Moderating Effect 2 -> Employee Performance (Y)	-0,018	-0,021	0,298	0,059	<b>0,953</b>
Moderating Effect 3 -> Employee Performance (Y)	0,113	-0,074	0,246	5,458	0,047

Source: SmartPLS Data Processing Results, 2025

Based on the results of the Moderated Regression Analysis (MRA) in Table 9, it was found that the test results showed varying findings for each of the moderation effects tested.

First, the Moderating Effect 1 which represents the interaction between Leadership and Employee Retention ( $X1*Z$ ) on Employee Performance showed a positive and significant influence with a coefficient value of 0.139. With a t-statistic of 3.406 and a p-value of 0.005 ( $< 0.05$ ), it can be concluded that Employee Retention has been shown to significantly moderate the relationship between Leadership and Employee Performance.

Second, Moderating Effect 2 which describes the interaction between Work Motivation and Employee Retention ( $X2*Z$ ) on Employee Performance showed insignificant results with a negative coefficient of -0.018. A very low t-statistical value of 0.059 and a p-value of 0.953 ( $>> 0.05$ ) prove that Employee Retention does not play a role as a moderation variable in the relationship between Work Motivation and Employee Performance.

Third, the Moderating Effect 3 which represents the interaction between Teamwork and Employee Retention ( $X3*Z$ ) on Employee Performance showed a positive and significant influence with a coefficient of 0.113. With a t-statistic of 5.458 and a p-value of 0.047 ( $< 0.05$ ), Employee Retention was shown to significantly moderate the relationship between Teamwork and Employee Performance.

### **The Influence of Leadership on Employee Performance**

The results of the first hypothesis test showed that Leadership had a positive and significant effect on the Performance of Employees of PT Pelindo Regional I Dumai Branch with a path coefficient of 0.330, t-statistic of 3.432, and p-value of 0.013 ( $< 0.05$ ). This finding proves that the first hypothesis is accepted, which means that the better the quality of leadership at PT Pelindo Regional I Dumai Branch, the higher the performance of its employees. Good leadership is reflected in the ability of the leadership to provide clear direction to employees regarding port operational targets, motivate employees in facing high work pressure, especially during peak seasons, create open communication between management and field employees, and set an example and be fair in decision-making. When leaders are able to provide a clear vision of the company's targets, delegate tasks according to employee competencies, and provide constructive support and feedback, employees will have a better understanding of their role in achieving organizational goals, which ultimately improves individual and team performance in carrying out various port activities such as loading and unloading, cargo handling, and ship services.

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

The second hypothesis test proved that Work Motivation had a positive and significant effect on Employee Performance with a path coefficient of 0.119, t-statistic of 2.585, and p-value of 0.049 ( $< 0.05$ ), so that the second hypothesis was accepted. Although

the value of the path coefficient is relatively smaller than the other variables, these findings show that the work motivation of employees of PT Pelindo Regional I Dumai Branch still contributes significantly to the improvement of their performance. Employee work motivation can be derived from intrinsic factors such as satisfaction in completing work, pride in being part of SOEs, and opportunities to develop competencies in the port sector, as well as extrinsic factors including a competitive compensation and remuneration system, performance allowances, adequate facilities, and recognition of work achievements. When employees are highly motivated, they will be more proactive in completing tasks, more responsible for the work assigned, and more enthusiastic in facing the challenges of daily port operations.

### **The Influence of Teamwork on Employee Performance**

The results of the third hypothesis test showed findings that were different from expectations, where Teamwork did not have a significant effect on the Performance of Employees of PT Pelindo Regional I Dumai Branch with a negative path coefficient of -0.031, t-statistic of 0.187, and p-value of 0.851 ( $> 0.05$ ), so that the third hypothesis was rejected. This finding is quite surprising considering that port operations should require good teamwork for various activities such as loading and unloading, cargo handling, heavy equipment operation, and ship services that require coordination between work units. The insignificance of the influence of teamwork can be explained by several specific factors that occur at PT Pelindo Regional I Dumai Branch, including: the possibility of a silo mentality or sectoral ego between departments that causes each unit to focus more on its own targets and KPIs without paying attention to synergy with other units; a performance appraisal system that emphasizes more on individual performance than team performance so that employees are more motivated to work independently to achieve personal goals; differences in work characteristics between units where some operational units that work in shifts with clear targets tend to be more independent and do not require intensive cooperation in daily life; lack of formal forums or mechanisms for communication and coordination between teams such as regular meetings or collaboration platforms; and the trust factor between team members that may not have been built strongly so that employees tend to work alone and are reluctant to share information or resources needed for productive collaboration.

### **The Effect of Employee Retention on Employee Performance**

The fourth hypothesis test proves that Employee Retention has a positive and significant effect on Employee Performance with the highest path coefficient of 0.779, t-statistic of 4.460, and p-value of 0.000 ( $< 0.05$ ), so that the fourth hypothesis is accepted. Employee Retention is the most dominant factor that affects Employee Performance at PT Pelindo Regional I Dumai Branch, even stronger than leadership, work motivation, and

teamwork. The high influence of employee retention can be explained through several perspectives: first, employees who are highly committed to retention have a greater level of loyalty and dedication, view work as part of a long-term career so that they are more motivated to continue to improve their competencies and make maximum contributions; Second, employees with a high retention rate have in-depth experience and institutional knowledge about systems, procedures, and work culture at the port, so that they are able to handle various situations more efficiently and have a strong internal network for coordination; Third, high retention creates operational stability where companies do not need to recruit and train new employees frequently, which requires significant time and costs, and long-term employees are familiar with the tools, technologies, and systems used so that their productivity is higher; Fourth, employees with high retention have an emotional attachment to the company and colleagues that makes them more engaged and committed, and feel satisfied with various aspects of work such as job security, benefits, and career prospects that create positive psychological conditions to provide the best performance as a form of reciprocity for what they receive from the company.

### **Employee Retention Moderates the Influence of Leadership on Employee Performance**

The results of the fifth hypothesis test showed that Employee Retention significantly moderated the influence of Leadership on Employee Performance with a moderation coefficient of 0.139, t-statistic of 3.406, and p-value of 0.005 ( $< 0.05$ ), so that the fifth hypothesis was accepted. The effectiveness of leadership in improving employee performance will be stronger when employees have a high level of retention or commitment to stay at PT Pelindo Regional I Dumai Branch. This can be explained through several mechanisms: first, employees with high retention will be more open and responsive to direction and guidance from the leadership, not only carry out instructions mechanically but try to understand the vision and strategy to be achieved and take the initiative to contribute more to achieving goals; Second, employees who are committed to staying will appreciate the development investments made by leaders such as coaching, mentoring, or competency development opportunities because they see long-term benefits for their careers in the company; Third, trust or trust between leaders and employees will be easier to build when employees have long-term commitments, where this mutual trust is an important foundation in an effective leadership relationship with smooth communication, easy delegation of tasks, and constructive feedback; Fourth, employees with high retention tend to have higher organizational citizenship behavior (OCB), and when combined with effective leadership, this OCB will increase because employees are motivated to make extra efforts such as being willing to work overtime, help colleagues, or proactively solve port operational problems before they become bigger.

### **Employee Retention Moderates the Influence of Work Motivation on Employee Performance**

The testing of the sixth hypothesis showed different results, where Employee Retention did not moderate the influence of Work Motivation on Employee Performance with a moderation coefficient of -0.018, t-statistic of 0.059, and p-value of 0.953 ( $> 0.05$ ), so the sixth hypothesis was rejected. Work motivation and employee retention work independently in influencing employee performance at PT Pelindo Regional I Dumai Branch, not in a pattern of interaction or mutual reinforcement. This can be explained by several factors: first, work motivation is a more situational factor and can change in the short term depending on working conditions, target achievement, or recognition received, while employee retention is a more stable long-term commitment, so that due to the difference in nature and time frame, the two do not interact with each other; second, work motivation can be high both in employees who are committed to staying and in employees who intend to leave, where employees who are looking for a new job may actually have high motivation to show the best performance in order to have a good track record, on the other hand, employees who are comfortable and committed to survive can also experience a decrease in motivation if they are in a comfort zone or feel that their achievements are not appreciated; Third, the source of work motivation is very diverse and personal, ranging from financial needs, achievements, social recognition, to self-actualization which is not always related to the commitment to stay in the organization; fourth, in the context of PT Pelindo Regional I Dumai Branch as a state-owned enterprise with a bureaucratic system, factors that affect work motivation such as reward systems, recognition of achievements, and development opportunities have been standardized and apply equally to all employees regardless of their retention rate, so that there is no special treatment or mechanism that distinguishes how motivation works in employees with high versus low retention.

### **Employee Retention Moderates the Influence of Teamwork on Employee Performance**

The results of the seventh hypothesis test prove that Employee Retention significantly moderates the influence of Teamwork on Employee Performance with a moderation coefficient of 0.113, t-statistic of 5.458, and p-value of 0.047 ( $< 0.05$ ), so that the seventh hypothesis is accepted. This finding is very interesting because it provides a new perspective that although teamwork does not directly have a significant effect on employee performance, when interacting with employee retention, the effect becomes significant, which means that teamwork will only be effective in improving employee performance when team members have a high commitment to stay at PT Pelindo Regional I Dumai Branch. This can be explained through several mechanisms: first, employees with high retention have greater emotional and psychological investment in the team and colleagues, seeing them as long-term partners so that they are more willing to invest in building solid working relationships, helping each other, sharing knowledge, and

compromising for the benefit of the team; second, employees with long-term commitments have more patience and tolerance in dealing with dynamics and conflicts in the team, are more motivated to resolve conflicts constructively and maintain harmonious working relationships; Third, high employee retention creates a stable team composition so that team members have time to develop team chemistry, understand each other's strengths and weaknesses, build trust and effective coordination, and develop tacit coordination to work together efficiently without the need for excessive explicit communication in port operational coordination; Fourth, employees with high retention develop a sense of collective responsibility for team performance, not only caring about individual performance but also being responsible for the team's overall success, which is very important in interdependent port operations; fifth, these findings also explain why teamwork does not have a direct effect, possibly because retention rates at PT Pelindo Regional I Dumai Branch still vary, and when in a team there is a mix of employees with high and low retention, the effectiveness of teamwork becomes hampered due to differences in commitment and engagement levels, but when the majority of team members have high retention, Only then can teamwork run optimally and have a positive impact on performance.

## Conclusion

Based on the results of the analysis and discussion of the research, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on the Employee Performance of PT Pelindo Regional I Dumai Branch.
2. Work Motivation has a positive and significant effect on the Employee Performance of PT Pelindo Regional I Dumai Branch.
3. Teamwork does not have a significant effect on the Employee Performance of PT Pelindo Regional I Dumai Branch.
4. Employee Retention has a positive and significant effect on the Employee Performance of PT Pelindo Regional I Dumai Branch.
5. Employee Retention significantly moderates the influence of Leadership on Performance. The effectiveness of Leadership in improving performance will be stronger when employees have a high commitment to stay in the company.
6. Employee Retention does not moderate the influence of Work Motivation on Employee Performance of PT Pelindo Regional I Dumai Branch.
7. Employee Retention significantly moderates the influence of Teamwork on Employee Performance. Teamwork is only effective in improving performance when team members have a high commitment to staying in the organization.

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