

THE INFLUENCE OF LEADERSHIP STYLE, WORK DISCIPLINE AND COMPETENCE TO EMPLOYEE PERFORMANCE IN PT. PERKEBUNAN NUSANTARA III (PERSERO) MEDAN

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Abstract

This study is intended to explore how the influence of leadership style, work discipline level, and employee competence on work performance within PT. Nusantara III Plantation (Persero) Medan. Using a quantitative approach, data was obtained through the distribution of questionnaires to 106 employees as research participants. The findings of the study indicate that a leadership style that creates an open communication space, involves employees in the work process, and provides consistent guidance, is able to build a more productive work atmosphere. High work discipline can be seen from adherence to company procedures, accuracy in completing responsibilities, and compliance with internal regulations also show a close relationship with improving individual performance. These three aspects, when carried out synergistically, play an important role in encouraging the effectiveness of employee work in the organization. Meanwhile, competencies, which include technical skills, mastery of science, and professional work attitudes, have proven to be important drivers in supporting employee effectiveness. This research provides input for the management of PT. Perkebunan Nusantara III (Persero) Medan to continue to strengthen adaptive and humanist leadership capacity, encourage the creation of a culture of discipline in the work environment, and provide continuous training to improve the competence of human resources.

Keywords: Leadership Style, Work Discipline, Competence, Employee Performance, PT. Nusantara III Plantation (Persero) Medan

1. Introduction

Every organization is supported by the main force in the form of humans who work in it. The role of Human Resources (HR) is not only as a task executor, but also as a driver of operational success and long-term strategy. Therefore, HR management is a vital component in ensuring that every individual in the organization can develop professionally and make maximum contributions. Within this framework of thought, the research aims to examine the extent to which the role of leadership style, work discipline, and individual ability in influencing employee performance at PT. Nusantara III Plantation (Persero) Medan. The researcher seeks to uncover the relationship between the three elements as a foundation for the development of strategies to improve the quality of human resources consistently and continuously.

Table 1. Employee Attendance

Information	Number of Employees	Percentage
Number of Employees Present	75	70,75%
Number of Absentee Employees	31	29,25%
Total	106	100%
Tenure	23 Days	100%

(Source: Data from PT. Perkebunan Nusantara III Persero Medan 2024)

The level of employee attendance in an organization reflects the extent to which discipline, productivity, and efficiency of human resources are carried out. Consistent attendance can show dedication and high responsibility for work, while frequent attendance can actually be a sign of problems, both in terms of work motivation, a less supportive work environment, to health problems or other personal problems.

Data shows that of the 106 employees observed during 23 working days, as many as 75 people or 70.75% were fully present without being absent, while the rest, 31 employees (29.25%), were recorded as absent during the period. This figure shows that there is a significant difference in attendance rates and needs to be studied further.

This condition shows the need for companies to review various important aspects that directly affect employee performance. Some of them include the leadership style carried out by management, the work discipline of employees, and the abilities or expertise possessed by each individual. These three elements are interrelated and have a great contribution in forming a conducive, productive, and supportive work atmosphere that supports the achievement of maximum performance.

The leadership style within PT. Perkebunan Nusantara III (Persero) Medan greatly determines the work spirit of employees. A leader who is open, democratic, and able to provide constructive feedback, will create a supportive work atmosphere. At PT. Perkebunan Nusantara III (Persero) Medan, a leader who is able to empower employees and involve them in the decision-making process is able to foster a high sense of belonging, which ultimately drives better performance.

No less important is the competency aspect. Competencies include technical skills, knowledge, and work attitudes that support the effective execution of tasks. Competent employees can perform their functions efficiently, even under pressure or in complex working conditions. For this reason, human resource development through continuous training is crucial to maintain the company's competitiveness and service quality.

2. Literature Review

2.1 Leadership Style

(Ardiansyah et al., 2023) Leadership style reflects a leader's approach or method in guiding, directing, and motivating his subordinates to work with enthusiasm and produce optimal work performance. The goal is none other than to achieve the organization's targets to the maximum. Within the framework of the organization (DA Saputri, 2024) He stated that the indicators of leadership style include three main things, namely the leader's personal character (characteristic), work habits or repetitive actions (habit), and the ability to communicate with subordinates (communication).

2.2 Work Discipline

(Sugiantari et al., 2023) Work discipline can be understood as a means used by management to direct employee behavior to be more obedient to the provisions and norms that apply in the workplace. The goal is to foster individual awareness in consistently adhering to various corporate rules and ethics. (Khauzar & Riski, 2023) He added that discipline can be measured through a number of indicators such as attendance level, working procedures, obedience to superiors, and a sense of responsibility.

2.3 Competence

(Himma et al., 2023) Define competence as a combination of individual knowledge, skills, attitudes, and characters that support a person's success in carrying out their duties.

These competencies are dynamic and can be improved through training and work experience. The indicators explained by (Rifanda Putri & Tri Andjarwati, 2024) including knowledge, practical abilities (skills), personal characteristics (characteristics), and work motivation (motives).

2.4 Employee Performance

(Husna & Prasetya, 2024) Poor performance can be interpreted as the output or results obtained by a person when carrying out his duties and responsibilities in a certain time, which is judged by how well and how much the work is completed in accordance with the targets or standards that have been set. This performance is a reflection of how far a person is able to meet the expectations of his or her work. Meanwhile, (Tarmizi & Hutasuhut, 2021) mentioning five key indicators in measuring employee performance, namely work quality, quantity, punctuality, work efficiency, and independence.

2.5 Theory of the Influence of Leadership Style on Performance

(Makalew et al., 2021) Leadership can be understood as a typical way of a boss in guiding and motivating his team members to achieve organizational goals. Every leader usually has a specific approach that is most often applied in managing a team, and it reflects the leadership style he or she chooses to build an efficient work atmosphere and support the achievement of optimal work outcomes.

2.5 Theory of the Influence of Work Discipline on Performance

(Siagian, 2023) Work discipline reflects the attitude of respect, obedience, and awareness of employees in carrying out applicable rules, both in writing and unwritten. This compliance shows the individual's readiness to take responsibility for the obligations that have been given, and the willingness to accept the consequences in the event of a violation.

2.6 The Theory of the Influence of Competency on Performance

(Tampubolon et al., 2019) emphasizing that competence is a fundamental character possessed by individuals, which directly affects their work performance. These characteristics include understanding, technical skills, personal values, and how individuals respond to complex work situations, so as to predict success in carrying out a job.

2.7 Conceptual Framework

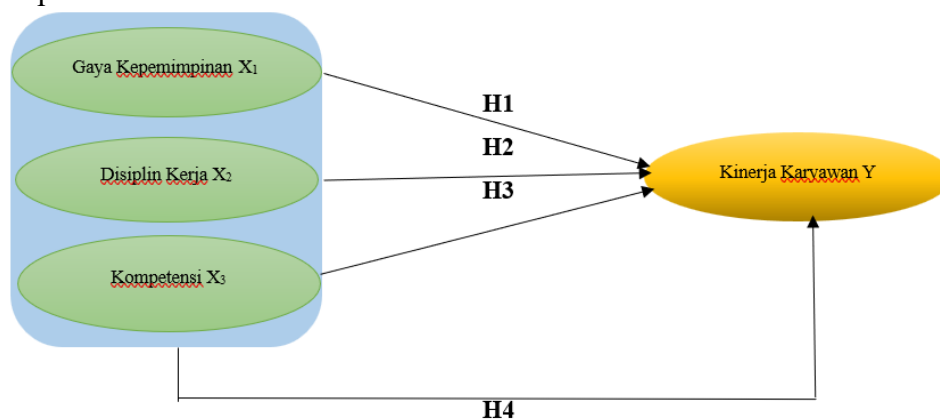


Figure 1. Conceptual Framework

2.8 Research Hypotheses

- H1: Leadership Style has a positive and significant effect on Employee Performance at PT Perkebunan Nusantara III (Persero) Medan.
- H2: Work Discipline has a positive and significant effect on Employee Performance at PT Perkebunan Nusantara III (Persero) Medan.
- H3: Competence has a positive and significant effect on Employee Performance at PT Perkebunan Nusantara III (Persero) Medan.
- H4: Leadership Style, Work Discipline, and Competence have a positive and significant effect on Employee Performance at PT Perkebunan Nusantara III (Persero) Medan.

3. Method

3.1 Place and Time of Research

The location of this research is at the head office of PT Perkebunan Nusantara III (Persero), which is located on Jalan Sei Batanghari No. 2, Medan Sunggal District, Medan City, North Sumatra. The data collection process began in November 2024 and is targeted to be completed in May 2025, covering all stages from planning to final analysis.

3.2 Research Approach

This study adopts a quantitative approach, with an emphasis on data collection in the form of numbers and the application of statistical analysis to identify and test the relationship between the variables studied. (Tampubolon et al., 2019)

3.3 Population and Research Sample

(Dunn et al., 2011) Explains that the population in research is a whole set of subjects or objects that have certain characteristics and are the main target to be researched and analyzed to draw conclusions. In this study, the population used was all active employees of PT Perkebunan Nusantara III (Persero) Medan, which amounted to 145 people.

(Dunn et al., 2011) Samples represent a small fraction of the population that is selected representatively because they have similar traits or characteristics to the overall population. To determine the appropriate sample count, this study uses the Slovin calculation approach, which is designed to assign sample sizes based on the desired error rate in order for the results to remain valid.

$$n = \frac{n}{1 + N (e)^2}$$

$$n = \frac{145}{1 + 145 (0.05)^2}$$

$$n = \frac{145}{1 + 145 (0,0025)}$$

$$n = \frac{145}{1 + 0,3625}$$

$$n = \frac{145}{1.3625}$$

$$n = 106$$

Where:

n = sample size

N= population

e = presentation of the relaxation of non-binding due to the desired sampling error.

Thus, the number of respondents involved in filling out the main questionnaire was 106 employees. In addition, for the purpose of testing the validity and reliability of the instrument, an additional sample of 30 people from the same population was used.

3.4 Data Types and Sources

According to Sugiyono (2019, 296) In this research process, the researcher uses two types of data as the basis for analysis, namely primary data and secondary data. Primary data was collected directly from respondents through the distribution of questionnaires to employees of PT Perkebunan Nusantara III (Persero) Medan. This instrument is designed to dig into in-depth information regarding employee leadership style, discipline, competence, and performance. Meanwhile, secondary data is obtained from various supporting sources such as internal company documents, scientific articles, annual reports, and other literature references relevant to the research theme, in order to strengthen and enrich understanding of the issues being studied.

3.5 Identification and Definition of Operational Research Variables

Table 2. Variable Operations

Variable	Operational Definition	Indicators	Measurement
Leadership Style (X1)	Leadership style is the approach or method of a leader in guiding, directing, and motivating his subordinates so that they can work with enthusiasm and produce optimal work performance. The goal is none other than to achieve the organization's targets to the maximum. Source: (Ardiansyah et al., 2023)	1. Properties 2. Habits 3. Communication Source: (DA Saputri, 2024)	Likert Scale
Work Discipline (X2)	Work discipline can be understood as a means used by management to direct employee	1. Attendance Rate 2. Work Procedures 3. Obedience to Superiors 4. Responsibilities	Likert Scale

	<p>behavior to be more obedient to the provisions and norms that apply in the workplace. The goal is to foster individual awareness in consistently adhering to various corporate rules and ethics.</p> <p>Source: (Sugiantari et al., 2023)</p>	<p>Source: (Khauzar & Riski, 2023)</p>	
Competencies (X3)	<p>Defining competence as a combination of individual knowledge, skills, attitudes, and character that support a person's success in carrying out their duties. These competencies are dynamic and can be improved through training and work experience.</p> <p>Source:(Himma et al., 2023)</p>	<p>1. Knowledge 2. Skills 3. Properties 4. Motive Source: (Rifanda Putri & Tri Andjarwati, 2024)</p>	Likert Scale
Employee performance (Y)	<p>Poor performance can be interpreted as the output or results obtained by a person when carrying out his duties and responsibilities in a certain time, which is judged by how well and how much the work is completed in accordance with the targets or</p>	<p>1. Quality of Work 2. Quantity 3. Effectiveness 4. Independence source: (Tarmizi & Hutasuhut, 2021)</p>	Likert Scale

	standards that have been set. This performance is a reflection of how far a person is able to meet the expectations of his or her work Source: (Husna & Prasetya, 2024)		
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(Source: Primary Data Processed, 2025)

3.6 Research Data Analysis Model

Ananda et al. (2023), To measure the relationship between several independent variables and one bound variable, multiple linear regression method is used. This approach allows researchers to identify the extent to which each of the factors is free to influence the performance or key responses being analyzed:

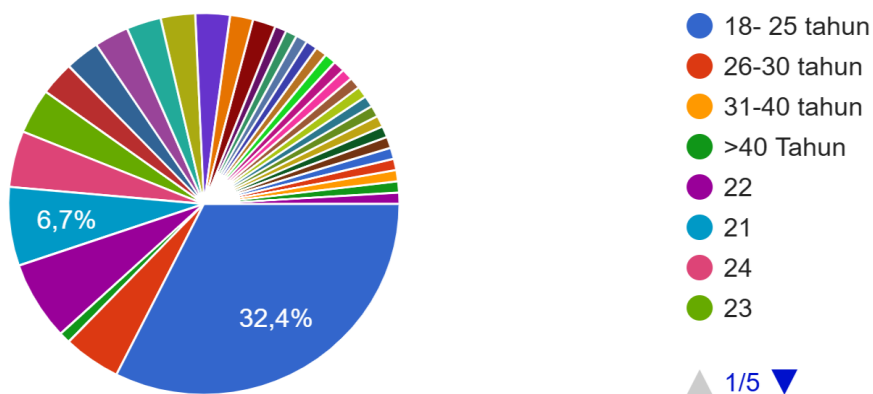
$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

- Y = Employee Performance
- X1 = Leadership Style
- X2 = Work Discipline
- X3 = Competence
- a = Constant
- b_{1,2,3} = Regression Coefficient
- e = Standard Error / Disruptive Variables

4. Results and Discussion

4.1 Respondent Profile



(Source: Primary Data Processed, 2025)

Figure 2. Respondent Age Profile

Referring to the data obtained from the distribution of Google Form-based questionnaires, as many as 106 respondents managed to provide valid responses after a screening process was carried out to eliminate data that did not match the research criteria. Demographic information from respondents was categorized based on gender, age group, and social media used in data collection.

When viewed from the age distribution in Figure 3.1, the majority of respondents came from the age group of 18–25 years with a proportion of 32.4%, making it the most dominant group in this study. The 26–30 age group accounted for 12%, while those between the ages of 31–40 made up only 6.7% of respondents. The participation of respondents over 40 years old was very minimal. This shows that the majority of the workforce at PT Perkebunan Nusantara III (Persero) Medan is in the young age range.

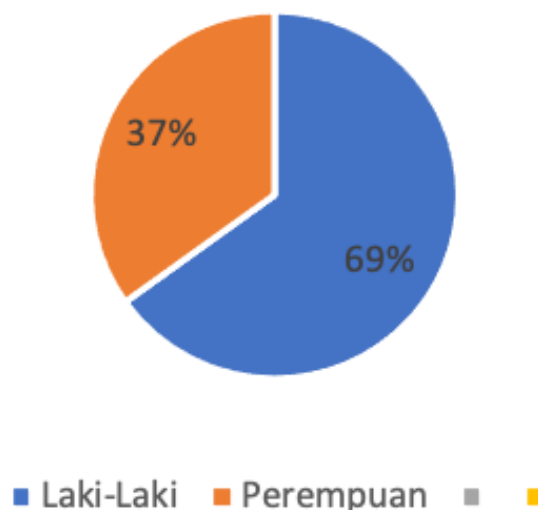


Figure 3. Profiles by Gender
 (Source: Primary Data Processed, 2025)

If referring to gender data, the number of male respondents reached 69 people or around 60.9%, while female respondents amounted to 37 people (30.7%). This data reflects that male employees are more involved in the study, which is in line with the composition of employees in male-dominated companies.

4.2 Descriptive Statistical Analysis

Table 3. Descriptive Statistical Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	106	22	29	25.61	1.503
Work Discipline	106	30	39	34.83	1.534
Competence	106	31	40	35.03	1.781
Employee Performance	106	30	40	35.25	2.398
Valid N (listwise)	106				

(Source: Primary Data Processed, 2025)

In the descriptive statistical analysis, the average score for the motivation variable reached 25.61 with a minimum of 22 and a maximum of 29 (SD = 1.503). The work discipline variable showed an average of 34.83 (min = 30; max = 39; SD = 1,503). The competency has an average score of 35.03 with a standard deviation of 1.781. Meanwhile, the employee performance variable obtained an average score of 35.25 (min = 30; max = 40; SD = 2,398).

4.3 Validity test

To evaluate whether each statement in the questionnaire really measures what it should be measured, a validity test is performed. In this study, a statement is considered valid if the correlation value (r-calculus) is higher than the r-table value of 0.1909 and the significance level is less than 0.05.

Table 4. Validity Test

Variable	Statement	r-count	Sig(2-tailed)
Leadership style (X1)	X1.1	0,983	0,000
	X1.2	0,914	0,000
	X1.3	0,961	0,000
	X1.4	0,961	0,000
	X1.5	0,963	0,000
	X1.6	0,983	0,000
Work Discipline (X2)	X2.1	0,885	0,000
	X2.2	0,972	0,000
	X2.3	0,971	0,000
	X2.4	0,879	0,000
	X2.5	0,791	0,00
	X2.6	0,950	0,000
	X2.7	0,955	0,000
	X2.8	0,959	0,000
Competencies (X3)	X3.1	0,925	0,000
	X3.2	0,923	0,000
	X3.3	0,911	0,000
	X3.4	0,958	0,000
	X3.5	0,942	0,000
	X3.6	0,974	0,000
	X3.7	0,851	0,000
	X3.8	0,974	0,000
Employee performance (Y)	Y1.1	0,949	0,000
	Y1.2	0,935	0,000
	Y1.3	0,904	0,000
	Y1.4	0,860	0,000
	Y1.5	0,919	0,000
	Y1.6	0,934	0,000
	Y1.7	0,936	0,000
	Y1.8	0,937	0,000

(Source: Primary Data Processed, 2025)

The analysis conducted showed that all indicators in the variables of leadership style, discipline, and competence met the validity requirements in explaining the employee performance variables.

Table 5. Reliability Test

Variable	Cronbach's Alpha
Leadership style	0,983
Work Discipline	0,971
Competence	0,977
Employee Performance	0,974

(Source: Primary Data Processed, 2025)

Meanwhile, the reliability of the instrument was analyzed using Cronbach's Alpha method. The test results showed that each variable had an alpha value above 0.9, namely: leadership style (0.983), work discipline (0.971), competence (0.977), and employee

performance (0.974). This indicates that the measurement tools used are very consistent and worthy of being used as a basis for data collection.

4.4 Classical Assumption Test

4.4.1 Normality Test

The normality test is performed to ensure that the error distribution (residual) in the regression model is normal. The examination was carried out through graphical approaches (histograms and P-Plots) as well as the Kolmogorov-Smirnov statistical method.

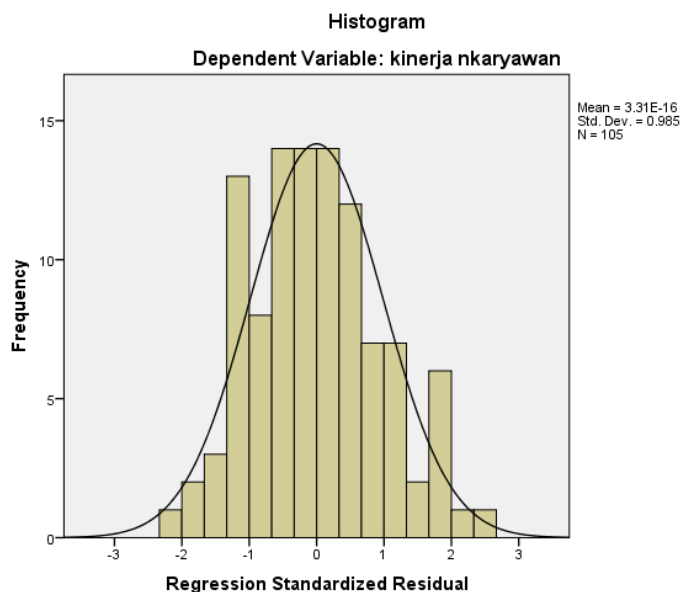


Figure 4. Normality Test Results with Histogram Graph
(Source: Primary Data Processed, 2025)

The histogram image shows a symmetrical bell curve, indicating that the data distribution is normal.

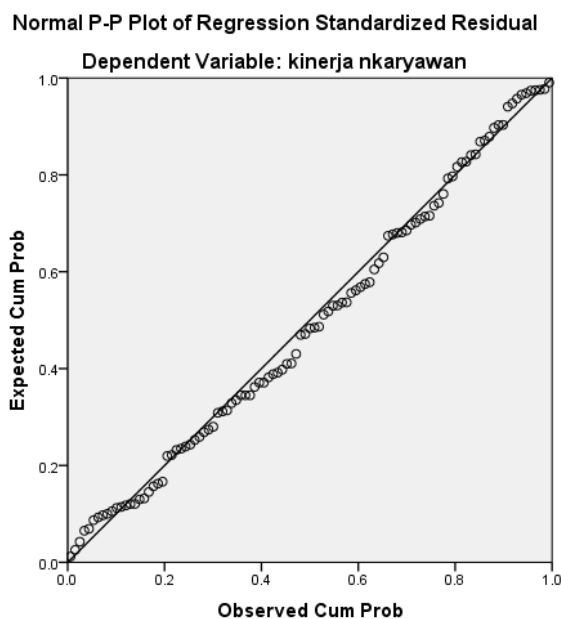


Figure 5. Normality Test Results with the Probable Plot Method
(Source: Primary Data Processed, 2025)

The P-Plot graph shows a pattern of point distribution that follows a diagonal line, reinforcing the assumption that residual data does not deviate from the normal distribution.

Table 6. One-Sample Kolmogrov Smirnov Test

		Unstandardized Residual
N		105
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.15376932
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.039
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200c,d

(Source: Primary Data Processed, 2025)

The significance value on the Kolmogorov-Smirnov test of 0.200 is also higher than 0.05, so the assumption of normality is met.

4.4.2 Multicollinearity Test

Table 7. Multicollinearity Test

Type		Collinearity Statistics	
		Tolerance	VIVID
1	Leadership Style	.948	1.055
	Work Discipline	.872	1.147
	Competence	.860	1.163

(Source: Primary Data Processed, 2025)

Furthermore, a multicollinearity test was carried out to identify the relationship between independent variables. Based on the calculation results, all variables showed a tolerance value above 0.1 and a VIF value below 10 (Leadership Style = 0.948 / VIF = 1.055; Work Discipline = 0.872 / VIF = 1.147; Competency = 0.860 / VIF = 1.163). This shows that no symptoms of multicollinearity between independent variables were found in this model.

4.4.3 Heteroscedasticity Test

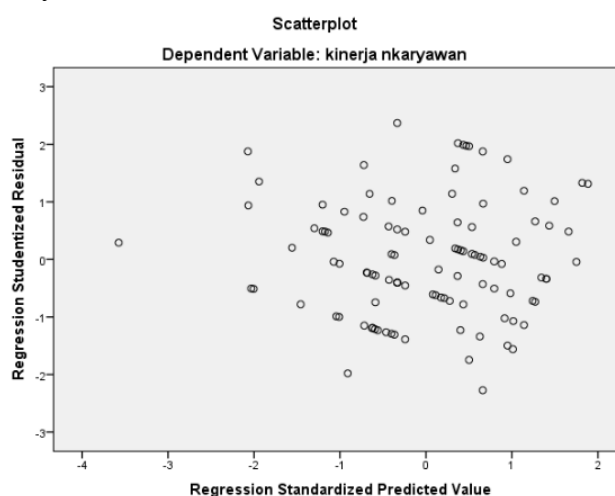


Figure 5. Heteroscedasticity Test

Table 8. Heteroscedasticity Test

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.864	3.456		.250	.803
	Leadership Style	.173	.083	.207	2.075	.041
	Work Discipline	-.042	.084	-.052	-.495	.622
	Competence	-.060	.074	-.085	-.815	.417

(Source: Primary Data Processed, 2025)

The results of multiple linear regression analysis give the equation $Y = 0.864 + 0.173X_1 + 0.042X_2 + 0.060X_3 + e$. A constant value of 0.864 indicates that when all independent variables are at zero, the employee's performance value is at that number. Each one unit increase in the variables of leadership style, work discipline, and competence, each made a positive contribution to performance of 0.173; 0,042; and 0.060 points. This shows that these three variables have a role in shaping overall employee performance.

4.5 Results of Research Data Analysis

Table 9. Multiple Linear Regression Test

Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIVID
1	(Constant) = x_0	6.991	6.037		1.158	.250		
	Leadership Style	.307	.146	.193	2.104	.038	.948	1.055
	Work Discipline	.547	.147	.356	3.731	.000	.872	1.147
	Competence	.036	.129	.027	.277	.782	.860	1.163

(Source: Primary Data Processed, 2025)

- 1) From the results of the partial t-test analysis, it was found that the leadership style variable had a t-calculated value of 2.104, which was greater than the t-table of 1.98304. With a significance level of 0.038 (less than 0.05), this result confirms that leadership style makes a real and positive contribution to employee performance within PT Perkebunan Nusantara III (Persero) Medan.
- 2) In the work discipline variable, the t-count value was recorded at 3.731, which also exceeded the t-table number of 1.98304. With a very small significance level of 0.000, it can be concluded that work discipline has a strong and significant influence in improving employee performance in the company.
- 3) In contrast, the results on the competency variable showed that the t-count of 0.277 was well below the t-table. A significance value of 0.782 (more than 0.05) indicates that in the context of this study, competence does not have a significant impact on employee performance at PT Perkebunan Nusantara III (Persero) Medan.

4.6 Coefficient of Determination (R)

Table 10. Coefficient of Determination

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443a	.197	.173	2.186

(Source: Primary Data Processed, 2025)

Based on the results of data processing in the table, the Adjusted R Square value was obtained of 0.173. This shows that the contribution of leadership style, work discipline, and competency variables to improving employee performance at PT Perkebunan Nusantara III (Persero) Medan is 17.3%. Meanwhile, the remaining 82.7% was influenced by other external factors beyond the scope of the variables studied in this study, which have the potential to affect performance but have not yet been the focus of the analysis.

4.7 Simultaneous Hypothesis (F Test)

Table 11. Test F

Type	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	118.087	3	39.362	8.241	.000b
	Residual	482.427	101	4.777		
	Total	600.514	104			

(Source: Primary Data Processed, 2025)

Based on the results of data processing in the table, it is known that the Fcal number reached 8.241 and was above the Ftable value of 2.69. In addition, a significance level of 0.000 which is far below the threshold of 0.05 shows that the three independent variables of leadership style, work discipline, and competence collectively contribute significantly to the improvement of employee performance at PT Perkebunan Nusantara III (Persero) Medan. This means that the combination of the three has a real influence on the overall work performance of employees.

4.8 Hypothesis Testing Partial (T)

Table 12. Multiple Linear Regression Test

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIVID	
1	(Constant) = xs	6.991	6.037		1.158	.250		
	Leadership Style	.307	.146	.193	2.104	.038	.948	1.055
	Work Discipline	.547	.147	.356	3.731	.000	.872	1.147
	Competence	.036	.129	.027	.277	.782	.860	1.163

(Source: Primary Data Processed, 2025)

By setting the significance limit at 0.05 and involving 106 respondents as a research sample, the value of the t-table used as a reference is 1.98260. From the results of the analysis of the t-test on each independent variable, the following results were obtained:

- 1) Leadership Style: A t-count value of 2.104 that exceeds the t-table of 1.98304, accompanied by a significance value of 0.000 that is smaller than 0.05. This shows that there is a real and positive influence of leadership style on employee performance.

Thus, the alternative hypothesis is declared accepted, while the null hypothesis is rejected.

- 2) Work Discipline: Obtained a t-count value of 3.731, higher than the t-table value, and with a very small level of significance, namely 0.000. These findings prove that work discipline significantly supports employee performance improvement, indicating a strong positive correlation between discipline and work outcomes.
- 3) Competence: The results of the analysis showed that the t-count value was only 0.277, which is well below the t-table value of 1.98304, with a significance value of 0.782. This means that there is no statistically significant influence of competency variables on employee performance when viewed individually. The hypothesis that states the existence of influence cannot be proven in this context.

4.9 Discussion

4.9.1 The Influence of Knowledge on Quality Improvement of Leadership Style

The results of statistical analysis show that leadership style has a significant contribution to improving employee performance at PT Perkebunan Nusantara III (Persero) Medan. With a calculated t value of 2.104 which exceeds the table t of 1.98304 and a significance level of 0.038 (less than 0.05), it can be concluded that there is a positive influence between leadership style and employee work performance. These findings are in line with previous research by Nawoseing'ollan and Roussel (2017) which revealed that an affiliation-based leadership approach is able to strengthen emotional bonds within the team, spark collaboration, and develop internal employee motivation to achieve results above expectations. In practice, leaders with this style build close interpersonal relationships, pay attention to the needs of members, and open up room for aspirations in decision-making. Therefore, it can be hypothesized that the affiliate leadership style is visibly able to encourage increased labor productivity. Based on these findings, the first hypothesis can be formulated: H1 – Affiliated leadership style has a positive and significant effect on employee performance at PTPN Medan.

In contrast, the authoritative approach places the leader as the main controller in the work process. As explained by (Sihaloho, 2021) This style emphasizes the power and single instruction that comes from the leader to the subordinate. Even if it doesn't provide enough room for participation, authoritative leaders can encourage the acceleration of work processes and maintain the stability of team operations. As also explained by (Pariasi et al., 2022) deep (Sihaloho, 2021), this leadership model minimizes the space for dialogue, yet can encourage rapid change if directed wisely. The second hypothesis was formulated: H2 – Authoritative leadership style has a significant and positive effect on employee performance at PTPN Medan.

4.9.2 The Influence of Knowledge on Improving the Quality of Work Discipline

Based on the results of data processing, it was found that employee discipline made a strong contribution to performance achievement. The results of the statistical test show the value of t count of 3,731 which is higher than t table is 1.98304, and the significance figure reaches 0.000. This confirms that the higher the level of discipline of an employee, the greater his ability to meet work targets. Discipline in this context includes punctuality, compliance with internal regulations, and consistency in carrying out tasks. Employees who are able to show disciplined behavior are usually more responsible, efficient, and able to maintain the quality of work in a sustainable manner. These findings support the opinion of (Pariasi et al., 2022) which emphasizes that a disciplined work culture is the

main basis for organizational progress because it creates a stable and reliable work structure.

4.9.3 The Influence of Knowledge on Improving the Quality of Competency

Different from the previous two variables, the effect of competency on employee performance did not show significant results. Value t the count of 0.277 is well below t table 1.98304, with a significance level of 0.782 that exceeds the standard significance limit. These results imply that in the context of this study, individual competencies such as technical expertise, work knowledge, and personality aspects have not been able to be the main determinants in the achievement of employee performance. This explanation is in line with the view. (Artameviah, 2022). which states that competence will only have an optimal effect if it is supported by a work environment that supports its practical application. In other words, even though employees have high competence, without the right work mechanism and a managerial role that facilitates them, these abilities will not be maximized. Therefore, improving competencies should be accompanied by strategic organizational policies and supporting the overall utilization of employee potential.

5. Conclusion

Based on the overall results of the analysis that has been carried out in this study, it is understood that the three main elements of leadership style, work discipline, and competence play an important role in influencing employee performance. Each variable showed a correlation with improving the quality of employee performance:

- 1) The first findings show that the leadership approach applied by individual leaders makes a real contribution to the effectiveness of employee work.
- 2) Furthermore, the results on the work discipline variable show that employees who are consistent in obeying the rules and responsibilities of work will provide more optimal work results.
- 3) The three main factors in this study, namely leadership style, discipline, and competence, simultaneously make a significant contribution to improving employee performance.

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