

Analysis of Leadership, Digital Competence, *Work Life Balance* and *Employee Experience* on the Performance of Non-ASN Employees of Provincial Regional Financial and Asset Agencies North Sumatra

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ABSTRACT

This study aims to analyze the influence of leadership, digital competence, work life balance, and employee experience on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. The type of research used is quantitative research with a causal associative approach. The population in this study is all non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province totaling 54 people, using saturated sampling techniques so that the entire population is used as a research sample. The data collection technique used a questionnaire with a Likert scale, while the data analysis technique used multiple linear regression analysis with the help of SPSS software which included validity, reliability, classical assumption test, t-test, F test, and determination coefficient. Based on the results of the t-test (partial), it was shown that digital competence had a positive and significant effect on employee performance with a t-value of 4.218 and a significance of 0.001, making it the most dominant variable with a beta coefficient of 0.610. Work-life balance and employee experience also have a positive and significant effect on employee performance. Meanwhile, leadership had no significant effect on employee performance with a t-value of 1.902 and a significance of 0.063. The results of the F test (simultaneous) showed that the F value was calculated at $30.138 > F$ table 2.57 with a significance of $0.001 < 0.05$, which means that leadership, digital competence, work life balance, and employee experience together have a significant effect on employee performance. The determination coefficient value (R^2) of 0.711 or 71.1% showed that the variables of leadership, digital competence, work life balance, and employee experience were able to explain the variation in employee performance by 71.1%, while the remaining 28.9% were influenced by other variables that were not studied in this study.

Introduction

The Regional Finance and Assets Agency (BKAD) of North Sumatra Province plays an important role in the management of regional finances and assets, with a value of the 2024 APBD of IDR 13.2 trillion. In addition to state civil servants, BKAD operations are also supported by non-ASN employees consisting of PPPK, honorary employees, and contract employees. Non-ASN employees are government workers who do not have ASN status, so they face limitations in career certainty, competency development, and compensation systems, which have the potential to affect motivation and performance levels. The proportion of non-ASN employees in the North Sumatra Provincial BKAD reaches around 35% and is spread across various fields of regional financial and asset management. Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). According to (Robbins & Judge, 2019), employee performance is a function of the interaction between abilities (*Ability*), motivation (*Motivation*), and opportunity (*Opportunity*) that individuals have in the organization. Employee performance is the main indicator of the success of the organization in providing services to the community and achieving organizational goals (Scott, 2019).

One of the factors that is suspected to affect the performance of non-ASN employees is leadership. (Yukl & Gardner, 2020) defines leadership as the process of influencing others to understand and agree on what needs to be done and how that task can be done effectively, as well as the process of facilitating individual and collective efforts to achieve a common goal. (Bass & Avolio, 2019) emphasizing that transformational leadership characterized by *Idealized Influence*, *inspirational motivation*, intellectual stimulation, and *individualized consideration* has a positive impact on the motivation and performance of subordinates. Effective leadership will contribute greatly to employee performance, while ineffective leadership can hinder employee performance (Haliza, 2024).

Work competence also plays an important role in determining performance (Stuart & Scott, 2025). The success of an organization is greatly influenced by the quality of its human resources, which include competence, work ethic, and a high level of commitment (Simanjuntak et al., 2025). The decline in employee performance is greatly influenced by many factors, one of which is the factor of competence or ability and knowledge possessed by employees. (Sedarmayanti, 2017) said that competence is closer to the ability or capability that is applied and produces employees or leaders or officials who show high performance are called competent. According to (Malikhah et al., 2023) Competence is a person's ability, so this quality is a combination of skills (*Skill*) and knowledge (*Knowledge*), ability (*Ability*) to carry out work becomes an individual characteristic to achieve maximum work productivity. Low professional competence makes employees less able to respond to new challenges adaptively and effectively (Yanti, 2025). Digital competence is defined as the ability to use digital technology confidently, critically, and creatively in achieving goals related to work, learning, and participation in society (European Commission, 2019).

The increase or decrease in employee performance is influenced by several factors, one of the important factors determining performance is *Worklife Balance* (Haliza, 2024). *Work-life balance* is a balance between a person's work life and personal life, where there is a balance of time, psychological involvement, and satisfaction in work roles and personal

roles (Greenhaus et al., 2019). *WorkLife Balance* is the balance that occurs in a person's life, will not forget his duties and obligations at work, nor will he neglect all aspects of his personal life (Arifin & Muharto, 2022). *Work-life balance* It is an important issue given the high demands of public accountability and the often disproportionate workload. A balance between life in a good job will result in high work morale, a feeling of satisfaction with the job at hand, and a sense of full responsibility both at work and in personal life (Widiyanti, et al, 2021) in (Resmayani et al., 2023).

The fourth factor that is suspected to have an influence is *employee experience*. *Employee experience* is the cumulative perception and feelings experienced by employees during their journey in the organization, starting from recruitment, *Onboarding*, development, to offboarding (Morgan, 2017). *Employee Experience* Employee experience is described as a set of perceptions that employees have about their experience at work in response to their interactions with the organization (Ramadan, 2023). *Work experience* A person can be seen from work when one is working and achieving better results. The more experienced, the more competent the employee will be in working (Triatika et al., 2024; Wihelmina et al., 2023). Where work experience will be able to make employees able to work more creatively and innovatively, so that they can overcome problems and obstacles in completing their tasks (Lela et al., 2022). (Gallup, 2021) found that organizations with *employee experience* The positive ones have higher engagement rates, lower turnover, and superior performance. The positive experience provided by the company to employees will cause employees to feel comfortable when satisfied and reciprocate by showing high performance (Kiswanto, 2025).

Previous research has explored the influence of leadership, digital competence, *work-life balance*, and *employee experience* on employee performance in various contexts. Prasetyo & Marlina (2021) found that transformational leadership has a significant positive effect on employee performance in the public sector. Widodo et al. (2022) identified that digital competence is a strong predictor of employee performance in the digital government era. Sari & Rahman (2020) prove that work-life balance contributes to performance improvement through work satisfaction mediation. Meanwhile, Morgan (2017) and Plaskoff (2017) theoretically and empirically show that a positive employee experience increases employee engagement and performance.

Based on these research phenomena and gaps, this study was conducted to analyze the influence of leadership, digital competence, work-life balance, and employee experience on the performance of non-ASN employees at the Regional Finance and Assets Agency of North Sumatra Province.

Research Methodology

Research Type

This study uses a type of quantitative research with an associative approach that aims to analyze the influence of leadership, digital competence, *work life balance*, and *employee experience* on the performance of non-ASN employees. The research population is all non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province which totals 54 people, and uses saturated sampling techniques (census) so that the entire population is used as a research sample. The data collection technique used a questionnaire with a *Likert scale* that was distributed to all respondents to measure the research

variables. The data analysis technique used was multiple linear regression analysis with the help of SPSS software, which included the validity and reliability test of the instrument, classical assumption test (normality, multicollinearity, heteroscedasticity), hypothesis test through t-test (partial) and F-test (simultaneous), and determination coefficient analysis (R^2) to determine the magnitude of the influence of independent variables on dependent variables, with the regression equation as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Where:

- Y = Employee Performance (Dependent Variable)
- X1 = Leadership
- X2 = Digital Competence
- X3 = *Work Life Balance*
- X4 = *Employee Experience*
- a = Constant
- b = Multiple Coefficients
- e = *Error term*

Results and Discussion

1. Descriptive Statistical Analysis

Descriptive statistical analysis in this study was used to describe leadership conditions, digital competencies, work life balance, employee experience, and the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province through the average score, percentage, and distribution of respondents' answers so as to provide an initial overview of the characteristics of the data before further analysis was carried out.

Table 1. Descriptive Statistical Analysis

	Descriptive Statistics				
	N	Minimum	Maximum	Network	Std. Deviation
Leadership	54	14	25	20.33	2.387
Digital Competence	54	16	25	20.61	2.437
Work Life Balance	54	12	25	21.17	2.501
Employee Experience	54	12	25	21.11	2.447
Employee Performance	54	16	25	21.07	2.222
Valid N (listwise)	54				

Based on Table 1, descriptive statistical analysis shows that all research variables have a total of 54 respondents with a relatively high average value, where the work life balance variable has the highest mean value of 21.17, followed by employee experience of 21.11, employee performance of 21.07, digital competence of 20.61, and leadership of 20.33, which indicates that the respondents' perception of each variable is at good category, while the relatively small standard deviation value indicates a fairly homogeneous distribution of data.

2. Classic Assumption Test

The classical assumption test is a prerequisite test in regression analysis to ensure the model is feasible to use, which includes tests of normality, multicollinearity, heteroscedasticity, and autocorrelation.

a. Normality Test

The normality test is a method to test whether the research data is normally distributed or not, in this study the Kolmogorov–Smirnov test is carried out by looking at the Asymp value. Sig., where the data is expressed as normal when the Sig. value > 0.05.

**Table 2. Kolmogorov–Smirnov Test
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		54	
Normal Parameters ^{a,b}	Network	.0000000	
	Std. Deviation	1.19457652	
Most Extreme Differences	Absolute	.101	
	Positive	.101	
	Negative	-.084	
Test Statistic		.101	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.185	
	99% Confidence Interval	Lower Bound	.175
		Upper Bound	.195

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

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

Based on Table 2, the Kolmogorov–Smirnov test shows an Asymp value. The sig. is 0.200 (> 0.05), so it can be concluded that the residual data is normally distributed and the regression model meets the normality assumption.

b. Multicollinearity Test

The multicollinearity test is a test to find out whether or not there is a strong relationship between independent variables in the regression model, which is carried out by looking at the Tolerance value > 0.10 and the Variance Inflation Factor (VIF) < 10, so that the model is declared free of multicollinearity.

Table 3. Multicollinearity Test Coefficients^a

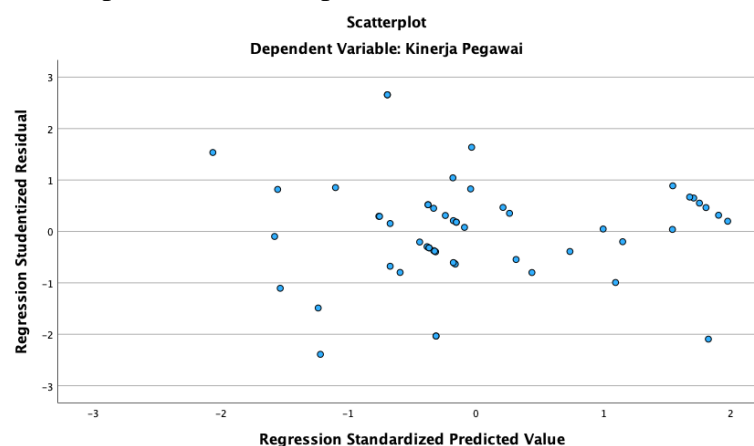
Models		Collinearity Statistics	
		Tolerance	VIVID
1	Leadership	.286	3.499
	Digital Competence	.282	3.549
	Work Life Balance	.334	2.993
	Employee Experience	.330	3.029

a. Dependent Variable: Employee Performance

Based on Table 3, the results of the multicollinearity test show that all independent variables have a Tolerance value of > 0.10 and $VIF < 10$, so it can be concluded that multicollinearity does not occur and the regression model is feasible.

c. Heteroscedasticity Test

The heteroscedasticity test was carried out to determine whether or not there is a residual variance variance, in this study a scatterplot image is used where the model is stated to have no heteroscedasticity if the points on the graph are spread randomly, do not form a certain pattern, and are spread above and below zero.

**Figure 1. Scatterplot**

Based on Figure 1 scatterplot, it can be seen that the dots are scattered randomly and do not form a specific pattern above and below the zero axis, so it can be concluded that the regression model does not experience heteroscedasticity.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was used to analyze the influence of leadership, digital competence, work life balance, and employee experience on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province.

Table 4. Multiple Linear Regression Analysis Coefficients^a

Models	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	6.471	2.357		2.746	.008
Leadership	.254	.134	.273	1.902	.063
Digital Competence	.556	.132	.610	4.218	.001
Work Life Balance	.014	.118	.016	3,123	.003
Employee Experience	.382	.121	.790	3,676	.002

a. Dependent Variable: Employee Performance

Based on Table 4 of the results of multiple linear regression analysis, regression equations are obtained:

$$\text{Employee Performance} = 6.471 + 0.254 \text{ Leadership} + 0.556 \text{ Digital Competence} - 0.014 \text{ Work Life Balance} + 0.382 \text{ Employee Experience}$$

A constant value of 6.471 indicates that if all independent variables (leadership, digital competence, *work life balance*, and *employee experience*) are zero, then employee performance will be valued at 6.471. A leadership regression coefficient (X_1) of 0.254 means that every increase in one unit of leadership will increase employee performance by 0.254 units assuming other variables are constant. The digital competency regression coefficient (X_2) of 0.556 shows that every increase in one unit of digital competency will increase employee performance by 0.556 units. The work life balance regression coefficient (X_3) of 0.014 indicates that every increase in one unit of *work life balance* will increase employee performance by 0.014 units. The employee experience regression coefficient (X_4) of 0.382 shows that every increase in one unit of *employee experience* will increase employee performance by 0.082 units, assuming that other variables remain constant.

4. T test (Partial)

The t-test (partial) is a test to determine the influence of each independent variable on the dependent variable individually, which is carried out by comparing the value of t-calculated with the t value of the table or looking at the value of the Sig., where the hypothesis is accepted if t is calculated > t of the table or Sig. < 0.05.

Table 5. T test (Partial) Coefficients^a

Models	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	6.471	2.357		2.746	.008
Leadership	.254	.134	.273	1.902	.063
Digital Competence	.556	.132	.610	4.218	.001
Work Life Balance	.014	.118	.016	3,123	.003
Employee Experience	.382	.121	.790	3,676	.002

a. Dependent Variable: Employee Performance

Based on Table 5 of the results of the t-test (partial), the test was carried out to determine the influence of each partially independent variable on employee performance. The t-value of the table is obtained by the formula $df = n - k - 1$, where $n = 54$ (number of samples) and $k = 4$ (number of independent variables), so that $df = 54 - 4 - 1 = 49$, with a significance level of $\alpha = 0.05$ (double-sided test), then the t-value of the table is 2.010. The test results show that:

The Influence of Leadership on Employee Performance

The leadership variable produced a calculated t-value of 1.902 with a significance of 0.063. Since the t-value of the calculation (1.902) < the t-table (2.010) and the significance value (0.063) > 0.05, H_0 is accepted and H_1 is rejected. These results show that leadership does not have a significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. The results of the study showed that leadership did not have a significant effect on employee performance, which indicates that leadership practices in companies tend to be administrative and oriented towards work routines. The leadership pattern applied emphasizes more on compliance with procedures and the completion of formal tasks, so it does not provide space for continuous motivation, inspiration, and employee development. This condition causes employees to carry out their work more based on established systems and rules rather than being directly influenced by the role of the leader, so that the variation in the existing leadership style has not been able to encourage real performance improvement. This can be seen from the acquisition of employee performance questionnaires where the work will still be carried out by employees in accordance with the standards of the tasks that have been given. It can be concluded that whether or not the variable of leadership style increases does not affect the variables of employee performance.

The Influence of Digital Competence on Employee Performance

The digital competency variable has a calculated t-value of 4.218 with a significance of 0.001. Since the value of t is calculated (4.218) > table t (2.010) and significance value (0.001) < 0.05, H_0 is rejected and H_1 is accepted. These results prove that digital competence has a positive and significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. With the highest standardized beta coefficient (0.610), digital competence is the most dominant variable influencing employee performance in this study. It is relevant to the duties and functions of the Regional Finance and Asset Agency which increasingly relies on information systems and digital technology in the management of regional finances and assets. Employees who have good digital competencies are able to complete work faster, accurately, and efficiently, thus having a direct impact on improving their performance. This result is in line with the demands of digital transformation in public services which require employees to master various applications and systems based on information technology.

The Effect of Work Life Balance on Employee Performance

The work life balance variable produced a t-calculation value of -3.123 with a significance of 0.003. Since the t-calculated value (3.123) > the table t (2.010) and the significance value (0.003) < 0.05, H_0 is rejected and H_1 is accepted. These results show

that work life balance has a negative and significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. This shows that the better the balance between work demands and personal life that employees feel, the higher the level of performance produced. A good work-life balance helps employees reduce stress, increase focus, and maintain motivation and job satisfaction, thus having a direct impact on increasing productivity and quality of work results.

The Influence of Employee Experience on Employee Performance

The employee experience variable has a calculated t-value of 3.676 with a significance of 0.002. Since the t-value of the calculation (3.676) > the t-table (2.010) and the significance value (0.002) < 0.05, H₀ is rejected and H₁ is accepted. These results prove that employee experience has a positive and significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. This shows that positive work experience, such as superior support, a conducive work environment, clarity of roles, and competency development opportunities, are able to encourage non-ASN employees to work more optimally. The better the experience that employees feel while working, the higher the motivation, involvement, and responsibility in completing tasks, so that it has a direct impact on improving employee performance.

5. F Test (Simultaneous)

The F test (simultaneous) is a test to determine the influence of all independent variables together on the dependent variables, which is carried out by comparing the value of the F calculation with the F table or looking at the value of the Sig., where the model is declared significant if F calculates > F of the table or Sig. < 0.05.

Table 6. F Test (Simultaneous)

		CHANGE ^{TO}				
Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.072	4	46.518	30.138	<.001 ^b
	Residual	75.632	49	1.544		
	Total	261.704	53			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Experience, Digital Competence, Work Life Balance, Leadership

Based on Table 6 of the results of the F test (simultaneous), the test was carried out to determine the influence of leadership variables, digital competence, work life balance, and employee experience together on employee performance. The F value of the table is obtained by df1 (numerator) = k = 4 and df2 (denominator) = n - k - 1 = 54 - 4 - 1 = 49, with a significance level of $\alpha = 0.05$, then the F value of the table is 2.57. The test results showed that the value of F was calculated as 30.138 > F table 2.57 with a significance value of <0.001 < 0.05, so that H₀ was rejected and H_a was accepted. This means that the variables of leadership, digital competence, work life balance, and employee experience simultaneously have a significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province.

6. Coefficient of Determination (R²)

The determination coefficient (R²) is a measure that shows how much the ability of leadership variables, digital competence, work life balance, and employee experience in explaining the variation in the performance of non-ASN employees.

Table 7. Coefficient of Determination (R²)
Model Summary^b

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ¹⁰	.711	.687	1.242

a. Predictors: (Constant), Employee Experience, Digital Competence, Work Life Balance, Leadership

b. Dependent Variable: Employee Performance

Based on Table 7 of the results of the determination coefficient (R²) test, an R value of 0.843 was obtained which shows that there is a very strong relationship between independent variables (leadership, digital competence, work life balance, and employee experience) and dependent variables (employee performance). The R Square (R²) value of 0.711 shows that 71.1% of employee performance variations can be explained by leadership variables, digital competence, work life balance, and employee experience, while the remaining 28.9% are influenced by other variables that were not studied in this study.

Conclusion

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

1. Leadership does not have a significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. This is shown by a calculated t value of $1.902 < t$ table of 2.010 and a significance value of $0.063 > 0.05$.
2. Digital competence has a positive and significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. The results showed a calculated t-value of $4.218 > t$ table 2.010 with a significance of $<0.001 < 0.05$, and a regression coefficient of 0.556.
3. Third, *work-life balance* has a positive and significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. This is shown by a calculated t value of $3.123 > t$ table 2.010 and a significance of $0.003 > 0.05$.
4. Fourth, *employee experience* has a positive and significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. The results showed that the t-value was calculated at $3.676 > t$ table 2.010 with a significance of $0.002 > 0.05$.
5. Fifth, leadership, digital competence, *work life balance*, and *employee experience* simultaneously have a significant effect on the performance of non-ASN employees of the Regional Finance and Assets Agency of North Sumatra Province. This is evidenced by the calculated F value of $30.138 > F$ table 2.57 and a significance of $<0.001 < 0.05$. The value of the determination coefficient (R²) of 0.711 or 71.1% showed that the four independent variables together were able to explain the variation

in employee performance by 71.1%, while the remaining 28.9% were influenced by other factors outside of this study.

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