

Determination of Employee Performance: Analysis of Leadership, Competence, and Discipline through Employee Retention

*Determinats of
Employee
Performance*

Sismiati Sismiati

*Department of Management, STIE Tunas Nusantara, Indonesia
Corresponding E-Mail: sismiati@stietn.ac.id*

2037

Syarifuddin Sulaiman

Faculty of Economic and Business, Universitas Muhammadiyah Makassar, Indonesia

Submitted:
MARCH 2025

Andi Muhammad Rudhan

Department of Management, STIE Tunas Nusantara, Indonesia

Accepted:
JUNE 2025

Nurlela Nurlela

Department of Management, STIE Tunas Nusantara, Indonesia

Yosef Dema

Department of Management, STIE Tunas Nusantara, Indonesia

Iwan Darmawansyah

Department of Management, STIE Tunas Nusantara, Indonesia

Rizal Rahmawan

Department of Management, STIE Tunas Nusantara, Indonesia

Hageem Che-Ni

Department of Management, fatony University. Thailand

ABSTRACT

This literature review aims to develop hypotheses for future research regarding the factors that influence employee performance in the public sector. The article, titled "Determination of Employee Performance: Analysis of Leadership, Competence, and Discipline through Employee Retention," adopts a comparative analysis approach by reviewing 53 relevant studies published within the last eight years. The data sources include reputable academic databases such as Scopus, Web of Science, Elsevier, Springer, SAGE, Emerald, DOAJ, EBSCO, and SINTA 2–5 journals. The findings of the literature review reveal that: (1) Leadership, competence, and discipline significantly influence employee retention; (2) These three variables also have a direct impact on employee performance; and (3) Employee retention mediates the relationship between leadership, competence, and discipline with employee performance. The study provides a conceptual framework that highlights the importance of human resource management strategies that integrate these key variables to enhance employee performance in public organizations.

Keywords: *Employee Performance, Employee Retention, Leadership, Competence, Discipline, Literature Review*

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 4, 2025
pp. 2037 - 2056
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i4.3305

ABSTRAK

Studi literatur ini bertujuan untuk mengembangkan hipotesis bagi penelitian selanjutnya mengenai faktor-faktor yang memengaruhi kinerja karyawan di sektor publik. Artikel yang berjudul "Penentu Kinerja Karyawan: Analisis Kepemimpinan, Kompetensi, dan Disiplin melalui Retensi Karyawan" ini menggunakan pendekatan analisis komparatif dengan menelaah 53 studi relevan yang diterbitkan dalam delapan tahun terakhir. Sumber data berasal dari basis data akademik terkemuka seperti Scopus, Web of Science, Elsevier, Springer, SAGE, Emerald, DOAJ, EBSCO, dan jurnal SINTA 2–5. Temuan dari studi literatur ini menunjukkan bahwa: (1) Kepemimpinan, kompetensi, dan disiplin berpengaruh signifikan terhadap retensi karyawan; (2) Ketiga variabel tersebut juga memiliki dampak langsung terhadap kinerja karyawan; dan (3) Retensi karyawan memediasi hubungan antara kepemimpinan, kompetensi, dan disiplin dengan kinerja karyawan. Studi ini memberikan kerangka konseptual yang menekankan pentingnya strategi manajemen sumber daya manusia yang mengintegrasikan ketiga variabel utama tersebut untuk meningkatkan kinerja karyawan di organisasi publik.

Kata kunci: Kinerja Karyawan, Retensi Karyawan, Kepemimpinan, Kompetensi, Disiplin, Tinjauan Pustaka

INTRODUCTION

Background of the Problem

A state is an entity that holds the highest authority in regulating the lives of its people through a structured system of government. Each state has a unique system of government tailored to its ideological, political, and constitutional values (Dhianty, 2022). To carry out its functions, the state establishes and manages various institutions at the central and regional levels that fall under the public sector. These institutions are owned, managed, and financed by the state through the state budget (APBN) or regional budget (APBD) (Putranto et al., 2022). The main objective of the public sector is to provide services to the community and promote general welfare (Adiguzel et al., 2020).

The public sector is the backbone of a country's government functions and public services (Andaningsih et al., 2022). The quality of these services depends heavily on the performance of civil servants (ASN), who are the sector's main human resource. Employee performance is a key indicator of public organizations' success in achieving accountable, transparent, and professional service objectives (Putranto et al., 2022). In Indonesia, ASN performance has been a focal point over the past few decades, especially as public demands for efficient, effective, and innovative public services have grown.

One of the most important components determining the success of an institution's tasks and functions within the public sector is human resources (HR) (Harvida & Wijaya, 2020). HR in the public sector acts not only as policy implementers, but also as strategic actors in designing, evaluating, and improving the quality of public services (Pasaribu et al., 2023). Therefore, HR performance is a key indicator of whether a public institution is functioning optimally. A public sector that can provide fast, accurate, and fair services to the community usually has employees who are professional, competent, disciplined, and committed to their responsibilities as public servants. Conversely, stagnation, inefficiency, and a decline in public trust in the public sector are often caused by low-quality employees (Siregar & Dani, 2019).

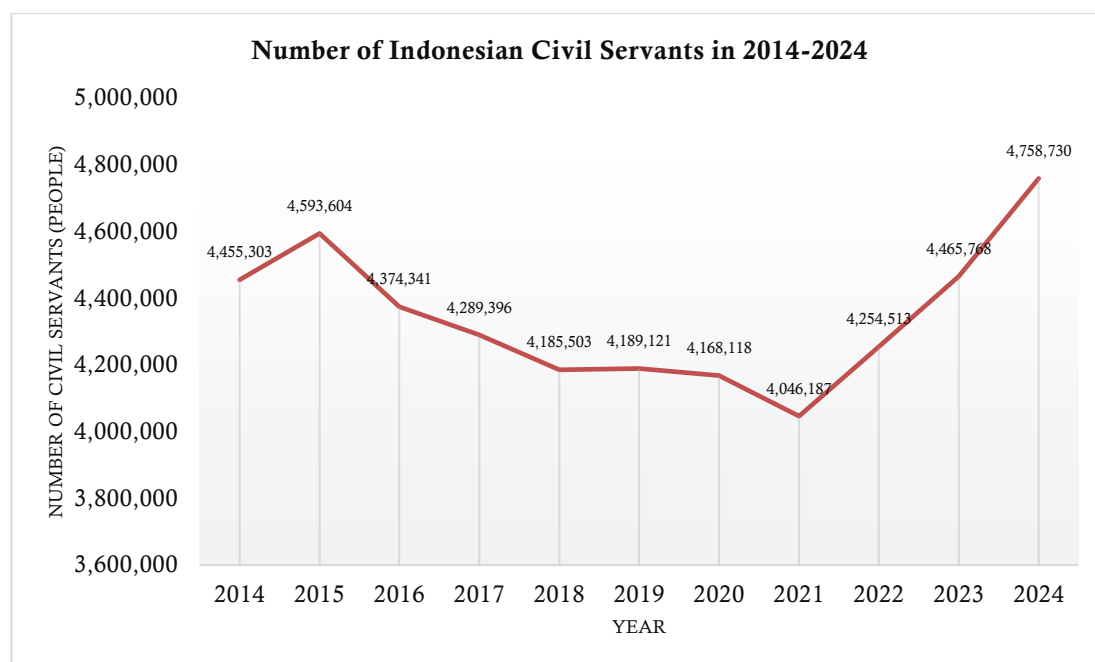


Figure 1. Number of Indonesian Civil Servants in 2014-2024

Source: (Indonesian State Civil Service Agency, 2023)

Figure 1 shows data on fluctuations in the number of civil servants (ASN) in Indonesia from 2014 to 2024, based on data from the Indonesian State Civil Service Agency (2023). During this period, the number of ASN experienced significant ups and downs.

In 2014, the number of civil servants was recorded at 4,455,303 people. Then, it increased to 4,593,604 people in 2015, which was one of the highest points of the decade. After that, however, there was a consecutive decline until the lowest point was reached in 2021: 4,046,187 people.

The number of civil servants then increased slowly from 2021 to 2023 before surging dramatically to 4,758,730 in 2024. These fluctuations suggest that the government has struggled to maintain stability and sustainability in the public sector workforce. The decline in the number of ASNs over several years implies not only a shortage of workers, but also the potential for excessive workloads for remaining employees, reduced service efficiency, and lower public satisfaction.

The instability in the number of ASNs reflects underlying issues in public sector human resource management, such as suboptimal ASN need planning, limited ASN regeneration and recruitment, and weak ASN retention. Fluctuations directly affect employee performance; in conditions of staff shortages, task distribution becomes uneven, work pressure increases, and the quality of public services may decline. Conversely, sudden spikes, such as in 2024, pose new challenges regarding training, development, and adaptation to the bureaucratic system.

To support the above data regarding factors affecting employee performance, the researcher conducted a preliminary survey to support the selection of independent variables as shown in Table 1

Table 1. Pre-Survey of Factors Affecting Employee Performance in the Public Sector in Indonesia

No	Factors Affecting Employee Performance	Coefficient Score	Rank
1	Leadership	0,267	2
2	Work Environment	0,198	7
3	Competence	0,390	3
4	Work Motivation	0,233	5
5	Discipline	0,267	4
6	Compensation	0,214	6
7	Employee Retention	0,598	1

As shown in Table 1, a pre-survey was conducted to identify the main factors influencing employee performance in the Indonesian public sector. Of the seven variables studied, the pre-survey results show that employee retention ranked highest with a score of 0.598, indicating that an organization's ability to retain employees significantly impacts employee performance.

Leadership ranked second with a score of 0.267, and competence ranked third with a score of 0.390. This illustrates that employees' knowledge, skills, and work attitudes are also important determinants of performance achievement. Discipline ranked fourth with the same coefficient value as leadership (0.267), indicating its importance in supporting the timely and responsible execution of tasks.

Work motivation ranked fifth with a score of 0.233; compensation, sixth with 0.214; and work environment, seventh with 0.198. While these variables influence employee performance, their impact is lower than that of employee retention, leadership, competence, and discipline.

These results suggest that employee retention, leadership, competence, and discipline are dominant factors highly relevant to improving employee performance in the Indonesian public sector.

Thus, this study will develop a deeper hypothesis regarding the influence of these three variables on employee performance mediated by employee retention in the public sector. This study is expected to provide deeper insights into the factors that influence employee performance and retention, as well as provide recommendations for improvement in the public sector in Indonesia.

Problem Formulation

Based on the background of the problem above, the following research questions were formulated to be used as hypotheses for further research: 1) Does leadership influence employee retention?; 2) Does competence influence employee retention?; 3) Does discipline influence employee retention?; 4) Does leadership influence employee performance?; 5) Does competence influence employee performance?; 6) Does discipline influence employee performance?; 7) Does employee retention influence employee performance?; 8) Does leadership influence employee performance through employee retention?; 9) Does competence influence employee performance through employee retention?; and 10) Does discipline influence employee performance through employee retention?.

LITERATURE REVIEW

Employee Performance

Employee performance is defined as the level of achievement or work results demonstrated by an individual when carrying out his or her work responsibilities. Performance is measured not only by how quickly or how much work is completed, but also by quality, timeliness, and adherence to organizational standards and objectives. Employee performance directly contributes to a company's overall effectiveness and productivity (Susanto, Supardi, et al., 2024).

Indicators or dimensions found in employee performance variables include: 1) Quantity of Work: This describes the amount of work that employees can complete within a certain period. The closer employees come to meeting their targets, the higher their performance rating; 2) Quality of Work: Indicates the level of accuracy, neatness, and conformity of work results to specified standards. Employees who are thorough and produce high-quality work are considered to have good work quality; 3) Timeliness: This measures the ability of employees to complete tasks by the deadline. Performance is considered good if employees work efficiently and on time with few delays (Saputra et al., 2023). Employee performance variables are relevant to previous research conducted by: (AR et al., 2022), (Susanto, Hidayat, et al., 2023), (Satriawan et al., 2024).

Employee Retention

Employee retention is a strategic effort undertaken by companies to keep quality and potential employees loyal and prevent them from moving to other organizations. It

encompasses various approaches aimed at creating an attractive, safe, and satisfying work environment. High retention rates indicate employee satisfaction and emotional attachment to the company. Conversely, high turnover rates may indicate issues related to leadership, compensation, work culture, or career development opportunities (Susanto & Rony, 2023).

Indicators or dimensions found in employee retention variables include: 1) Employee loyalty: It indicates the level of commitment employees have to the company and their desire to continue working there long term; 2) Job satisfaction: Describes employees' positive feelings about their work, work environment, and the recognition they receive. High satisfaction is usually correlated with good retention; 3) Career Development Opportunities: This assesses whether employees feel they have opportunities to grow, advance, or learn new skills. The existence of these opportunities can deter employees from leaving the company (Bhakuni & Saxena, 2023). Employee retention variables are relevant to previous studies conducted by: (Murali & Aggarwal, 2020), (Ngobeni et al., 2022), (Suryani et al., 2023).

Leadership

Leadership is the ability to influence, direct, and guide individuals or groups to voluntarily work toward achieving specific goals. In an organizational context, leadership is crucial in determining a company's direction, culture, and long-term success. Effective leaders not only give instructions and organize work but also inspire, set an example, and facilitate the development of subordinates (Susanto, Sawitri, Suroso, et al., 2023).

Indicators or dimensions found in leadership variables include: 1) Inspirational Ability: Good leaders motivate and inspire their subordinates to work better and achieve common goals; 2) Communication Skills: Refers to a leader's ability to convey vision, instructions, and feedback clearly, openly, and effectively; 3) Decision-Making: This indicates the extent to which leaders can make quick and correct decisions, especially in complex or emergency situations (Susanto & Sawitri, 2022). Leadership variables are relevant to previous research conducted by: (Saputra & Mahaputra, 2022b), (Sarwar et al., 2021), (Situmorang & Wardhani, 2022).

Competence

Competence refers to the knowledge, skills, attitudes, and behaviors necessary to perform tasks or jobs effectively and efficiently. Competence refers not only to technical abilities (hard skills), such as the use of work tools or technical understanding of a field, but also to non-technical abilities (soft skills), such as communication, leadership, teamwork, problem-solving, and adaptability. In the workplace, competencies form the basis for recruitment, training, performance evaluations, and career development. Employees with high competencies can adapt to work challenges, complete tasks on time and with high quality, and contribute to organizational goals (Sutaguna et al., 2023).

Indicators or dimensions contained in competency variables include: 1) Knowledge: An individual's ability to understand theories, concepts, or technical information related to their work; 2) Skills: The practical ability to complete tasks using tools, technology, or specific techniques in one's field of work; 3) Attitude: Work behavior that reflects responsibility, ethics, and enthusiasm in completing work (Widodo, 2017). The competency variable is relevant to previous research conducted by: (Pakpahan & Noviandy Aulia, 2022), (Susanto, 2021), (Pakpahan & Noviandy Aulia, 2022).

Discipline

Discipline is the attitude of obedience, compliance, and consistency with the rules, regulations, and norms that apply in an organization or work environment. Work discipline reflects an employee's commitment to responsibility, attendance, time management, and work ethics. Discipline is the basis for maintaining operational order and ensuring work efficiency in a company. Disciplined employees complete tasks on time, attend regularly, follow procedures, and maintain harmonious working relationships. Discipline is also an important indicator of an individual's integrity and professionalism (Fadhilah & Saragih, 2023).

Indicators or dimensions found in the discipline variable include: 1) Compliance with rules: This demonstrates the extent to which employees follow company rules, work procedures, and operational standards; 2) Punctuality: Consistency of attendance and adherence to established working hours; 3) Responsibility for tasks: Demonstrates employees' seriousness and commitment in completing their work without constant supervision (Hutahuruk et al., 2022). The discipline variable is relevant to previous research conducted by: (Nurfalia, 2023), (Hakim et al., 2020), (Kurniawan et al., 2022).

RESEARCH METHODS

This study adopts a **systematic literature review** approach aimed at identifying, evaluating, and synthesizing previous empirical findings on the influence of leadership, competence, and discipline on employee performance, with employee retention as a mediating variable. This method was chosen to enable the development of a solid conceptual framework and hypotheses for future empirical research.

The literature review was conducted in five stages. First, the research questions were defined to focus on how leadership, competence, and discipline affect employee performance directly and indirectly through employee retention in the context of public sector organizations. Second, a comprehensive search strategy was implemented using reputable academic databases such as **Scopus, Web of Science (WoS), Springer, Elsevier, SAGE, Emerald, DOAJ, EBSCO**, and nationally accredited journals from **SINTA 2 to SINTA 5**. The search included key terms such as “employee performance,” “employee retention,” “leadership,” “competence,” “discipline,” and “public sector.” The review focused on articles published between **2016 and 2024** to ensure recency and relevance.

Third, clear inclusion and exclusion criteria were applied. The inclusion criteria comprised peer-reviewed journal articles that examined the relationships among the study variables within public or corporate organizational settings. Articles were excluded if they were non-peer-reviewed, lacked empirical analysis, or focused on irrelevant industries such as military or early childhood education. In the fourth stage, **53 eligible articles** were analyzed using a **comparative thematic analysis** to identify patterns, consistencies, discrepancies, and contextual insights related to the variables.

Finally, the synthesized findings were used to construct a conceptual framework illustrating the direct and mediated relationships between leadership, competence, discipline, and employee performance through employee retention. This framework offers theoretical grounding and direction for future quantitative investigations.

Overall, this methodological approach allows the research to contribute meaningfully to the theoretical development of human resource management strategies in public organizations. The use of multiple reputable databases strengthens the reliability and comprehensiveness of the review, while also ensuring the conceptual model is grounded in diverse empirical evidence.

RESULTS

Based on the above findings and previous studies, the research discussion is formulated as follows:

Table 2. Results of Previous Relevant Research

Author (Year)	Research Results	Similarities With This Article	Differences With This Article
(Tian et al., 2020)	-Leadership variables affect employee retention in MSMEs	This article has similarities in examining the variable of Leadership as the independent variable and examining the variable of Employee Retention as the dependent variable.	The difference with previous studies lies in the variables OCB and Communication as other independent variables.
	-Organizational citizenship behavior variables affect employee retention in MSMEs		
	-Communication variables affect employee retention in MSMEs		

(Venkat et al., 2023)	<p>-Competency variables affect employee retention in the automotive industry</p> <p>-Competency variables affect talent stability in the automotive industry</p>	<p>This article has similarities in examining the variable of Competence in the independent variable and examining the variable of Employee Retention in the dependent variable.</p>	<p>The difference with previous studies lies in the variable of Talent Stability as another dependent variable.</p>
(Citraningtyas et al., 2022)	<p>-Motivational variables affect employee retention and performance improvement in the Pharmacy Department at Manembo-nembo Hospital in Bitung</p> <p>-Work discipline variables affect employee retention and performance improvement in the Pharmacy Department at Manembo-nembo Hospital in Bitung</p>	<p>This article has similarities in examining the variable Discipline as the independent variable and examining the variable Employee Retention as the dependent variable.</p>	<p>The difference with previous studies lies in the variable of Motivation as another independent variable and the variable of Performance Improvement as the dependent variable.</p>
(Violin, 2022)	<p>-Leadership variables affect the performance of health service employees in Bay Bintuni Regency, West Papua</p> <p>-Competence variables affect the performance of health service employees in Bay Bintuni Regency, West Papua</p> <p>-Motivation variables affect the performance of health service employees in Bay Bintuni Regency, West Papua</p>	<p>This article has similarities in examining the variables of Leadership and Competence in the independent variables, and examining the variable of Employee Performance in the dependent variable.</p>	<p>The difference with previous studies lies in the variable of motivation as another independent variable.</p>
(Hajjali et al., 2022)	<p>-Work Motivation Variables affect Job Satisfaction and Employee Performance at LLDIKTI IX</p> <p>-Leadership Style Variables affect Job Satisfaction and Employee Performance at LLDIKTI IX</p> <p>-Employee Competence Variables affect Job Satisfaction and Employee Performance at LLDIKTI IX</p>	<p>This article has similarities in examining the variables of Competence and Leadership as independent variables, and examining the variable of Employee Performance as the dependent variable.</p>	<p>The difference with previous studies lies in the variable of Motivation as another independent variable and the variable of Job Satisfaction as the dependent variable.</p>
(Maryani et al., 2021)	<p>-Work Motivation Variables affect Employee Performance at the Bogor City Regional Secretariat</p> <p>-Work Discipline Variables affect Employee Performance at the Bogor City Regional Secretariat</p>	<p>This article has similarities in examining the variable Discipline as the independent variable and examining the variable Employee Performance as the dependent variable.</p>	<p>The difference with previous studies lies in the variable of motivation as another independent variable.</p>
(Prasetyo & Aliyyah, 2021)	<p>-Organizational Communication Climate Variables affect Employee Performance</p> <p>-Employee Retention Variables affect Employee Performance</p>	<p>This article has similarities in examining the variable of Employee Retention as the independent variable and examining the variable of Employee Performance as the dependent variable.</p>	<p>The difference with previous studies lies in the variable of Organizational Communication Climate as another independent variable.</p>

(Kusumani ngrum, 2023)	<p>-Talent Management variables affect Employee Performance through Employee Retention</p> <p>-Leadership variables affect Employee Performance through Employee Retention</p>	<p>This article has similarities in examining the variable of Leadership as the independent variable, examining the variable of Employee Performance as the dependent variable, and examining the variable of Employee Retention as the intervening variable.</p>	<p>The difference with previous studies lies in the variable of Talent Management as another independent variable.</p>
(Mering et al., 2023)	<p>-Compensation Variables Affect Employee Performance through Employee Retention at PT Hutan Sawit Lestari Unit I in Kotawaringin Timur, Central Kalimantan-Competency Variables influence Employee Performance through Employee Retention at PT Hutan Sawit Lestari Unit I in Kotawaringin Timur, Central Kalimantan</p> <p>-Organizational Culture Variables influence Employee Performance through Employee Retention at PT Hutan Sawit Lestari Unit I in Kotawaringin Timur, Central Kalimantan</p>	<p>This article has similarities in examining the variable of Competence in the independent variable, examining the variable of Employee Performance in the dependent variable, and examining the variable of Employee Retention in the intervening variable.</p>	<p>-The difference from previous studies lies in the variables Compensation and Organizational Culture as additional independent variables.</p> <p>-Another difference is the research object, which was conducted at PT Hutan Sawit Lestari Unit I in Kotawaringin Timur, Central Kalimantan.</p>
(Abdullah, 2023)	<p>-Performance Assessment Variables affect Employee Performance mediated by Employee Retention at CV. Sukses Sejati Computama (ELS Computer Yogyakarta)</p> <p>-Reward System Variables affect Employee Performance mediated by Employee Retention at CV. Sukses Sejati Computama (ELS Computer Yogyakarta)</p> <p>-Discipline Variables influence Employee Performance mediated by Employee Retention at CV. Sukses Sejati Computama (ELS Computer Yogyakarta)</p> <p>-Organizational Commitment Variables influence Employee Performance mediated by Employee Retention at CV. Sukses Sejati Computama (ELS Computer Yogyakarta)</p>	<p>This article has similarities in examining the variable Discipline as the independent variable, examining the variable Employee Performance as the dependent variable, and examining the variable Employee Retention as the intervening variable.</p>	<p>-The difference with previous studies lies in the variables of Performance Appraisal, Reward System, and Organizational Commitment as other independent variables.</p> <p>-Another difference is in the research object, which was conducted at CV. Sukses Sejati Computama (ELS Computer Yogyakarta).</p>

DISCUSSION

Based on the results of the above tests, the discussion of the research conducted in public sector companies is as follows:

The Influence of Leadership on Employee Retention

Leadership has a significant impact on employee retention in an organization. Effective leadership styles, such as transformational and servant leadership, can create a supportive work environment, increase job satisfaction, and strengthen employee loyalty. Leaders who are communicative, appreciative, support career development, and

encourage participation in decision-making tend to retain employees longer. Conversely, leadership that is authoritarian, unfair, or lacks communication can trigger dissatisfaction and increase turnover rates. Therefore, investing in people-oriented development policies is key to maintaining workforce stability and sustainability.

Based on a literature review and relevant previous research, it can be stated that leadership influences employee retention. To improve employee retention through leadership, companies or organizations must do the following: 1) Ability to inspire: This ability builds an emotional connection between leaders and subordinates, so that employees feel that they are an important part of the organization's achievements; 2) Communication skills:

Open, transparent, and two-way communication allows employees to feel heard, valued, and involved in the work process; 3) Decision-making: When decisions are fair, rational, and take into account the aspirations of subordinates, employees will feel valued and considered in the dynamics of the organization.

If a company or organization can implement the ability to inspire, communication skills, and decision-making, it will have an impact on employee retention, which includes: 1) Employee loyalty: Employees who feel inspired, valued, and involved in decision-making tend to have higher loyalty to the company. They are more likely to stay even if there are offers from other companies; 2) Job satisfaction: Good communication and fair decision-making contribute to higher job satisfaction. Employees who are satisfied with their jobs tend to have higher motivation and better productivity; 3) Career development opportunities: Leaders who support employee career development and provide opportunities to learn and grow within the organization will increase retention. The results of this study are consistent with previous research conducted by (Tian et al., 2020), which states that there is a relationship between leadership and employee retention.

The Influence of Competence on Employee Retention

Individual abilities and skills at work, known as competencies, play an essential role in maintaining the sustainability of employee engagement in an organization. When someone feels that their competency is valued and given space to develop, a sense of belonging and trust in their workplace will grow. Competence is not only about technical skills, but also concerns the extent to which someone can contribute strategically. Conversely, competencies that are not recognized or facilitated tend to create boredom, trigger feelings of not developing, and ultimately drive decisions to leave. Therefore, creating a work ecosystem that fosters, maintains, and empowers competencies is an inevitable strategy in retaining the best talent amidst the dynamics of an increasingly competitive labor market.

Based on a literature review and relevant previous research, it can be stated that competence affects employee retention. To improve employee retention through competence, companies or organizations must do the following: 1) Knowledge: Companies provide adequate training and development so that employees feel more confident in carrying out their duties; 2) Skills:

Skills include the practical abilities employees have to carry out their duties and responsibilities. These include technical, interpersonal, and managerial skills; 3) Attitude: Attitude includes employees' views, values, and behavior toward their work, coworkers, and the organization as a whole. A positive attitude can create a better work environment.

If a company or organization can apply knowledge, skills, and attitudes, it will have an impact on employee retention, which includes: 1) Employee loyalty: Employees who have good knowledge, skills, and attitudes tend to feel more attached to the company. They feel valued and recognized for their contributions, which increases their loyalty to the organization; 2) Job satisfaction: Employees who feel competent in their jobs and have positive attitudes tend to be more satisfied with their jobs. High job satisfaction contributes to reduced turnover rates and increased employee retention; 3) Career development opportunities: When companies provide opportunities for employees to develop their knowledge and skills, as well as support positive attitudes, employees will feel that they have opportunities to grow in their careers. The results of this study are consistent with

previous research conducted by (Venkat et al., 2023), which states that there is a relationship between competence and employee retention.

The Influence of Discipline on Employee Retention

Discipline in the workplace is not merely a matter of compliance with rules, but rather a pattern of integrity that creates harmony between individual responsibility and organizational rhythm. When discipline is built as a living culture not just formal instructions it fosters a deep sense of attachment, because employees feel they are working in a system that is orderly, fair, and provides room for growth. In an ecosystem like this, order is not a pressure, but a collective energy that facilitates collaboration and strengthens loyalty. Conversely, when discipline comes in the form of punishment without understanding, it becomes a barrier that dampens initiative and fosters emotional distance. Thus, discipline that is nurtured with empathy and role models is truly a subtle yet powerful instrument in maintaining the sustainability of the relationship between the organization and its best talents.

Based on a literature review and relevant previous research, it can be stated that discipline affects employee retention. To improve employee retention through discipline, companies or organizations must do the following: 1) Compliance with rules: Employees who are disciplined in obeying organizational rules demonstrate integrity and respect for the company's values and culture; 2) Punctuality: Discipline in terms of punctuality, whether in arriving at work, completing tasks, or meeting deadlines, creates work efficiency and increases productivity. Employees who are accustomed to a culture of punctuality feel more focused, organized, and responsible; 3) Responsibility for tasks: This responsibility will create trust from superiors and open opportunities to be given greater responsibilities.

If a company or organization can implement compliance with rules, punctuality, and responsibility for tasks, it will have an impact on employee retention, including: 1) Employee loyalty: This builds a sense of security, trust, and pride in being part of the organization. As a result, employees tend to be more loyal, feel a sense of ownership toward the company, and demonstrate long-term commitment to their work; 2) Job satisfaction: Employees working in such an environment feel more valued, respected, and have control over their work. This enhances job satisfaction, as they not only enjoy their work technically but also psychologically and socially; 3) Career development opportunities: With good performance records and consistent discipline, employees are more likely to receive training, promotions, or strategic assignments. This means that their career development opportunities are wide open, as the company sees them as reliable assets for bigger roles in the future. The results of this study are in line with previous research conducted by (Citraningtyas et al., 2022), which states that there is a relationship between discipline and employee retention.

The Influence of Leadership on Employee Performance

Leadership is not just a structural role in an organization, but a catalyst that brings out the hidden potential in each individual. A wise leader is like an architect of the work environment; he shapes a work narrative that is not only target-oriented but also generates meaning in every employee's actions. When leadership is carried out with emotional sensitivity, exemplary behavior, and clarity of vision, then performance is no longer just an obligation, but an expression of complete involvement. In this context, employee performance grows not because of pressure, but because of inspiration. Conversely, when leaders fail to build authentic relationships, performance tends to become mechanical, lose its soul, and eventually stagnate. Therefore, true leadership is the art of igniting work enthusiasm that comes from a sense of trust and inner connection between the leader and the led.

Based on a literature review and relevant previous research, it can be stated that leadership affects employee performance. To improve employee performance through leadership, companies or organizations must do the following: 1) Inspirational ability: Inspirational ability refers to a leader's ability to motivate and inspire employees to achieve organizational goals; 2) Communication skills:

Communication skills include the ability of leaders to convey information clearly and effectively, as well as listen to input from employees; 3) Decision-making: Good decision-making involves the ability of leaders to make fair, rational decisions that take into account input from employees.

If a company or organization can apply the ability to inspire, communication skills, and decision making, it will have an impact on employee performance, including: 1) Amount of work: With inspirational leadership, employees tend to be more motivated to complete more tasks. They will strive to achieve set targets and contribute more to team projects; 2) Quality of work: Good communication skills enable employees to clearly understand what is expected of them. With appropriate feedback and open communication, employees can improve the quality of their work, producing better output that is more in line with desired standards; 3) Timeliness: Decision-making that involves employees creates a greater sense of responsibility. Employees who feel involved in the process are more likely to complete tasks on time because they feel they have a role in achieving the organization's goals. The results of this study are consistent with previous research conducted by (Violin, 2022), which states that there is a relationship between leadership and employee performance.

The Influence of Competence on Employee Performance

Competence plays a crucial role in determining the level of employee performance in the work environment. Employees who have adequate technical skills, knowledge, and interpersonal skills will be better prepared to face work challenges, complete tasks effectively, and contribute optimally to achieving organizational goals. Competence not only increases efficiency but also creates self-confidence and independence at work. When individual competence is in line with job demands, performance tends to be consistent, high-quality, and innovative. Conversely, a lack of competence can lead to work errors, decreased productivity, and prolonged stress. Therefore, continuous competency development is a strategic investment for organizations in forming high-performing employees who are adaptive to change.

Based on a literature review and relevant previous studies, it can be stated that competence affects employee performance. To improve employee performance through competence, companies or organizations must do the following: 1) Knowledge: Theoretical and practical understanding of the work being done; adequate knowledge will enable employees to complete tasks more quickly and correctly; 2) Skills:

This refers to technical and non-technical abilities in applying knowledge; work skills support productivity and efficiency; 3) Attitude: This refers to positive behavior towards work, colleagues, and the organization; a professional attitude will increase responsibility and discipline in completing tasks.

If a company or organization can apply knowledge, skills, and attitudes, it will have an impact on employee performance, including: 1) Workload: The volume of tasks that can be completed in a certain period will increase along with increased work efficiency; 2) Work quality: More accurate work results, with minimal errors and in accordance with organizational standards, will increase along with mastery of skills and knowledge; 3) Timeliness: This refers to the completion of work according to deadlines, which is a reflection of discipline and good time management. The results of this study are in line with previous research conducted by (Hajiali et al., 2022), which states that there is an influence between competence and employee performance.

The Influence of Discipline on Employee Performance

Discipline in the workplace is not just a binding rule, but rather a pulse of regularity that aligns the rhythm of individuals with the collective goals of the organization. It is present as an invisible mechanism that maintains focus, organizes workflow, and maintains consistency without the need for coercion. When discipline is lived not because of fear of punishment, but because of an awareness of professional responsibility, then performance grows from within, not driven from the outside. In this kind of work landscape, punctuality, precision, and commitment become reflections of a meaningful work identity. However, without a foundation of discipline, performance can be easily

eroded by disturbances, losing direction, and far from standards. Therefore, discipline is the silent fuse that ignites perseverance and sustainability in achieving performance.

Based on a literature review and relevant previous studies, it can be stated that discipline affects employee performance. To improve employee performance through discipline, companies or organizations must do the following: 1) Compliance with rules: This refers to the willingness of employees to follow established procedures, internal regulations, and work ethics. This compliance will create an orderly work environment and prevent violations that hinder productivity. 2) Punctuality: This refers to discipline in terms of attendance, task completion, and reporting. Punctuality demonstrates professionalism and a sense of responsibility; 3) Responsibility for tasks: This refers to the sincerity in completing work independently, thoroughly, and accountably; this reflects the commitment and integrity of employees towards their work.

If a company or organization can implement compliance with rules, timeliness, and responsibility for tasks, it will have an impact on employee performance, including: 1) Workload: Productivity will increase because employees work consistently and are not distracted by negligence or rule violations; 2) Quality of work: Work outcomes become more meticulous, accurate, and compliant with standards because employees work with full responsibility and follow proper procedures; 3) Timeliness: Tasks are completed faster and on schedule because employees are accustomed to working with good time management and discipline in meeting deadlines. The results of this study are consistent with previous research conducted by (Maryani et al., 2021), which states that there is a relationship between discipline and employee performance.

The Effect of Employee Retention on Employee Performance

Employee retention is not just about maintaining the number of workers, but rather a silent strategy that supports the stability of individual performance in the long term. When someone chooses to stay, it is not only about loyalty, but about having a safe space to grow, deepen their role, and hone their competence continuously. In that continuity, the quality of work becomes sharper, decisions are more mature, and contributions are more meaningful. Conversely, a work environment that fails to retain employees creates a cycle of repeated adaptation that erodes productivity. So, retention is truly a silent ecosystem that strengthens the rhythm of work; it gives time for performance to not only emerge, but develop into excellence. Without retention, performance often becomes just a momentary burst without continuity of value.

Based on a literature review and relevant previous studies, it can be stated that employee retention affects employee performance. To improve employee performance through employee retention, companies or organizations must do the following: 1) Employee loyalty: A sense of belonging and emotional attachment to the organization. When loyalty is established, employees will work with high dedication and prioritize the interests of the organization; 2) Job satisfaction: This includes positive feelings toward the work environment, compensation, relationships with supervisors and coworkers, and work-life balance. Satisfied employees will be more motivated and productive in performing their duties; 3) Career development opportunities: These are opportunities provided by the company for competency improvement, job promotions, and continuous learning. This shows that the company values its employees and encourages them to develop.

If a company or organization can implement employee loyalty, job satisfaction, and career development opportunities, it will have an impact on employee performance, including: 1) Workload: Loyal and satisfied employees will work harder and more consistently, thereby increasing productivity; 2) Work quality: Employees who stay longer have experience, skills, and a high level of commitment to producing output that meets standards; 3) Timeliness: Because employees who have clear career plans and feel valued will work more diligently and efficiently in completing tasks on time. The results of this study are in line with previous research conducted by (Prasetyo & Aliyyah, 2021), which states that there is a relationship between employee retention and employee performance.

The Influence of Leadership on Employee Performance through Employee Retention

Authentic leadership creates emotional gravity within an organization, pulling employees not just to follow, but to stay and grow with them. When leaders can provide a sense of security, validation, and inspiration, a psychological resilience is created that makes employees reluctant to turn away, even when external temptations are strong. In that space of resilience, performance finds stability and depth because employees who choose to stay are those who feel seen, heard, and valued. Retention, then, becomes not just an impact, but a critical pathway that bridges leadership with performance. In other words, employee performance is not just the result of orders or targets, but the fruit of long-term relationships nurtured by leadership that give meaning to existence.

Based on a literature review and relevant previous research, it is stated that leadership influences employee performance through employee retention. To improve employee performance through leadership and employee retention, companies or organizations must do the following: 1) Inspirational ability: Leaders can provide a clear vision, motivate employees, and set an example for them. This will foster a strong sense of trust and motivation. 2) Communication skills: The ability to convey information, listen to employees' aspirations, and provide constructive feedback. Good communication creates an open and productive work environment. 3) Decision making: This is the ability of leaders to make quick, appropriate, and fair decisions, so that employees feel they are treated professionally and valued; 4) Employee loyalty: As a result of inspirational and communicative leadership, employees will be encouraged to stay and contribute more to the organization; 5) Job satisfaction: This is created through leadership that cares about the well-being, needs, and recognition of employees, making them feel comfortable and motivated; 6) Career development opportunities: This refers to support from leadership for training, promotion, and skill development, encouraging employees to grow and remain in the organization.

If a company or organization can implement the ability to inspire, communication skills, decision-making, employee loyalty, job satisfaction, and career development opportunities, it will have an impact on employee performance, including: 1) Work volume: Because loyal and satisfied employees are more productive and consistent in completing tasks; 2) Work quality: Because strong leadership and high retention allow employees to develop competencies and produce more accurate and valuable work; 3) Timeliness: Because employees who feel valued and have career prospects will demonstrate high discipline and commitment to deadlines. The results of this study align with previous research conducted by (Kusumaningrum, 2023), which stated that there is an influence between leadership and employee performance through employee retention.

The Influence of Competence on Employee Performance through Employee Retention

Competence is not merely a work provision, but rather a professional vitality that provides direction, rhythm, and drive in carrying out a role. However, the strategic value of competence is truly felt when it is linked to a person's sustainability in the organization. When individual abilities continue to be honed and appreciated, a sense of emotional and professional attachment is formed that encourages them to stay. This is where retention plays a role as a lock for long-term performance circulation, keeping competence not just appearing for a moment, but continuing to make sustainable contributions. When employees stay longer because they feel their capacity is facilitated, performance not only increases, but also stabilizes and evolves. Thus, competence maintained through retention is like a flow of energy that provides a long breath for organizational productivity amidst changing times.

Based on a literature review and relevant previous studies, it can be stated that competence affects employee performance through employee retention. To improve employee performance through competence and employee retention, companies or organizations must do the following: 1) Knowledge: Adequate understanding of tasks, procedures, and work areas; this knowledge is the basis for performing work correctly and accurately; 2) Skills:

Technical and non-technical abilities required to complete tasks; skills that are continuously honed will increase work speed and accuracy; 3) Attitude: Positive behaviors such as discipline, responsibility, and work ethics that create a healthy and productive work environment; 4) Employee loyalty: Which grows when employees feel valued for their competencies and are trusted to develop; 5) Job satisfaction: Which arises from recognition of abilities, support from superiors, and supportive working conditions; 6) Career development opportunities: Which include training, promotion, or job rotation that provide opportunities for employees to improve and apply their competencies.

If a company or organization can apply the knowledge, skills, attitudes, loyalty, job satisfaction, and career development opportunities of its employees, it will have an impact on employee performance, including: 1) Work volume: Because competent employees who feel comfortable in the company will work harder and more consistently, increasing productivity; 2) Work quality: Because employees who continue to develop and feel valued will produce work that is more thorough, creative, and up to standard; 3) Timeliness: Because a combination of competence and work commitment will encourage employees to complete tasks on schedule. The findings of this study align with previous research conducted by (Mering et al., 2023), which stated that there is an influence between competence and employee performance through employee retention.

The Influence of Discipline on Employee Performance through Employee Retention

Discipline in an organization is not just a behavioral regulatory framework, but a psychological foundation that fosters a sense of order and clarity of direction for employees. When discipline is applied consistently and fairly, it creates a stable and predictable work environment, a critical factor that encourages employees to stay longer. This resilience is the bridge between discipline and performance because in a stable and structured environment, employees have the space to perfect their roles, deepen their skills, and progressively improve the quality of their contributions. Conversely, without discipline, irregularity arises that triggers discomfort, making employees quickly tired and easily turn away. Thus, discipline that is wisely instilled and appreciated by employees will encourage retention, and in turn, produce performance that is not only efficient but also sustainable and high-value.

Based on a literature review and relevant previous research, it can be stated that discipline affects employee performance through employee retention.

To improve employee performance through discipline and employee retention, companies or organizations must do the following: 1) Compliance with rules: This refers to the willingness of employees to follow company rules, SOPs, and policies; this creates an orderly work environment with minimal violations. 2) Punctuality:

This refers to attendance and completion of tasks according to deadlines; this reflects professionalism and work efficiency; 3) Responsibility for tasks: This refers to the seriousness and commitment of employees in completing their work independently and accurately; 4) Employee loyalty: This arises when employees feel they are treated fairly, trusted, and appreciated for their discipline; 5) Job satisfaction: This can increase when a culture of discipline creates stability and fairness within the organization; 6) Career development opportunities: As a form of reward for work discipline, which provides additional motivation for employees to continue to stay and develop.

If a company or organization can implement compliance with rules, timeliness, responsibility for tasks, employee loyalty, job satisfaction, and career development opportunities, it will have an impact on employee performance, including: 1) Workload: Because disciplined and loyal employees will work consistently and produce more output; 2) Work quality: Because responsibility and compliance with procedures result in neater, more accurate, and standard-compliant work; 3) Timeliness: Because discipline and job satisfaction make employees value deadlines and manage their work time effectively.

The findings of this study align with previous research conducted by (Abdullah, 2023), which stated that there is an influence between discipline and employee performance through employee retention.

The conceptual framework is determined based on the problem formulation, research objectives, and previous studies relevant to the discussion in this literature review:

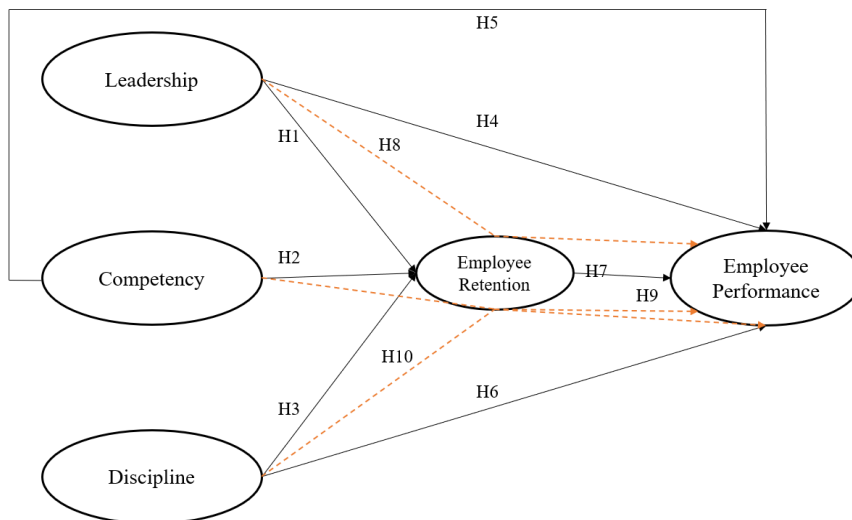


Figure 2. Conceptual Framework

Based on Figure 2, leadership, competence, and discipline influence employee performance through employee retention. However, in addition to leadership, competence, and discipline, there are other variables that influence employee performance, including:

- 1) Work Motivation: (Primadi Candra Susanto et al., 2023), (Saputra, 2021), (Susanto, Soehaditama, et al., 2023).
- 2) Work Environment: (Susanto, Simarmata, et al., 2024), (Badrianto & Ekhsan, 2020), (Saputra & Mahaputra, 2022a), (Perkasa et al., 2023).
- 3) Organizational Culture: (Widodo, 2021), (Susanto, Sawitri, & Susita, 2023), (Fahmi & Rahayu, 2024).

CONCLUSION

Based on the literature review that has been conducted, it can be concluded that employee performance is the result of a complex interaction between internal and external factors of the organization, with leadership, competence, and discipline as the most dominant determinant elements. These three variables not only stand alone in influencing performance, but are dynamically connected through the mediating role of employee retention.

First, leadership has been shown to have a significant influence in shaping employee work behavior, motivation, and commitment. Leaders who are able to create a supportive, visionary, and participatory work environment will foster a sense of trust and emotional attachment, which ultimately increases employee loyalty and sustainability in the organization.

Second, competence is the main foundation in determining the extent to which an employee is able to complete tasks effectively. High competence reflects employee readiness in facing work challenges, which not only directly improves performance but also strengthens the intention to survive because of development opportunities and recognition of their expertise.

Third, work discipline provides structure and consistency in carrying out tasks, creating order and a high sense of responsibility. A work environment that upholds discipline fairly and humanely tends to foster a sense of security and role clarity, which are strong reasons for employees to stay in the long term.

Collectively, employee retention acts as a mediating mechanism that connects these three variables to performance. When leadership is supportive, competence is facilitated, and discipline is cultivated, conditions are created that encourage employees to stay. In

the sustainability of this working relationship, the organization gains long-term benefits in the form of knowledge accumulation, operational stability, and continuous improvement in individual performance.

Thus, the literature reviewed shows that improving employee performance cannot be separated from a holistic human resource management strategy, where leadership, competence, and discipline are not only built individually but are also directed to create an environment that supports retention. Organizations that are able to manage the relationship between these variables synergistically will have stronger competitiveness through superior and consistent employee performance.

Limitation

Although this literature review provides a comprehensive understanding of the influence of leadership, competence, and discipline on employee performance through retention, there are several limitations that need to be considered. First, the conceptual approach used is theoretical without empirical testing, so that the causal relationship between variables cannot be accurately ascertained in the field. Second, the focus of the study is only on three main variables, while other factors that also affect performance, such as organizational culture, compensation, or job satisfaction, have not been included in the model. Third, the literature used comes from various industrial sectors and countries, so the results cannot necessarily be generalized to a particular organizational context, especially in Indonesia, which has its organizational culture characteristics. Fourth, this study relies entirely on secondary sources, which are at risk of publication bias and do not reflect the current dynamics in the digital work era. Fifth, the analysis has not touched on local cultural aspects, even though values such as collectivism, social hierarchy, and family-based leadership styles also affect employee retention and performance in various local organizations. Finally, the use of retention as the only mediating variable may be too narrow because it has not considered other mediators such as work engagement or perceptions of fairness. Therefore, the results of this study should be used as an initial conceptual basis for further empirical, contextual, and more complex research in order to obtain a more comprehensive and applicable understanding.

Suggestion

As a development of this study, it is recommended that further research consider the addition of other variables that can significantly affect employee performance, both as mediating and moderating variables. Variables such as organizational culture, compensation, work environment, and employee engagement have an important role in explaining more complex and realistic performance dynamics. Organizational culture, for example, not only shapes collective behavior but also influences perceptions of leadership, discipline values, and appreciation of competence. Fair and competitive compensation can strengthen retention, as well as being a direct incentive for improving performance. A conducive work environment supports psychological comfort and productivity, while employee engagement reflects an individual's emotional and cognitive relationship to their work and organization, which in turn has a direct impact on loyalty and performance contribution. The addition of these variables in the research model will not only broaden the academic perspective but also provide more applicable strategic recommendations for human resource management in designing holistic interventions for sustainable employee performance improvement.

REFERENCES

- [1] Abdullah, M. F. (2023). *Pengaruh Penilaian Kinerja, Sistem Reward, Komitmen Organisasional terhadap Kinerja karyawan Dimediasi Retensi Karyawan pada CV Sukses Sejati Computama (ELS Computer Yogyakarta)*. Universitas Islam Indonesia.
- [2] Adiguzel, Z., Ozcinar, M. F., & Karadal, H. (2020). Does servant leadership moderate the link between strategic human resource management on rule-breaking and job satisfaction? *European Research on Management and Business Economics*, 26(2), 103–110. <https://doi.org/10.1016/j.iedeen.2020.04.002>
- [3] Andaningsih, I. G. P. R., Sihombing, L., & Muis, M. A. (2022). Literasi Keuangan

- Dalam Meningkatkan Pertumbuhan Ekonomi Kreatif dan UMKM Untuk Mendukung Sektor Perpajakan Nasional di Wilayah Jakarta Dan Kota Bekasi. *Prosiding Seminar Nasional Universitas Borobudur Publikasi Hasil-Hasil Penelitian Dan Pengabdian Masyarakat*, 1(1).
- [4] AR, T. M., Saribanon, E., Rahmawati, A., Sucipto, Y. D., & Susanto, P. C. (2022). Determinant Job Satisfaction and Performance Employee: Analysis Competence, Training, Job Experience. *International Journal of Artificial Intelligence Research*, 6(1), 303–321. <https://doi.org/10.1002/hrm.21650>
- [5] Badan Kepegawaian Negara. (2023). Buku Statistik Aparatur Sipil Negara. *Data ASN*, 1–89.
- [6] Badrianto, Y., & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries. *Journal of Business, Management, & Accounting*, 2(1).
- [7] Bhakuni, S., & Saxena, S. (2023). Exploring the Link between Training and Development, Employee Engagement and Employee Retention. *Journal of Business and Management Studies*, 5(1), 173–180. <https://doi.org/10.32996/jbms.2023.5.1.17>
- [8] Citraningtyas, G., Lolo, W. A., Jayanto, I., Tamba'i, R., & Wijaya, H. (2022). Employee Retention and Enhancement of Performance by Motivation and Work Discipline in the Pharmacy Department in Manembo-nembo Bitung Hospital. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 6(4), 49–60.
- [9] Dhianty, R. (2022). Kebijakan Privasi (Privacy Policy) dan Peraturan Perundang-Undangan Sektor Platform Digital vis a vis Kebocoran Data Pribadi. *SCRIPTA Jurnal Kebijakan Publik Dan Hukum*, 2(1), 186–199.
- [10] Fadhilah, D., & Saragih, R. (2023). *The Influence of Work Discipline and Motivation on Employee Performance of PT Telekomunikasi Indonesia Riau*. 2359–2362. <https://doi.org/10.46254/sa03.20220456>
- [11] Fahmi, S., & Rahayu, S. (2024). The influence of organizational culture, work competence, and career development on employee productivity of pt. Zona karya mendunia in sukoharjo. *Accounting and Management Journal*, 8(1), 10–20.
- [12] Hajiali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69.
- [13] Hakim, M. F., Anhar, M., & Sampurna, D. S. (2020). The Influence Of Work Motivation, Work Discipline And Work Environment On Job Satisfaction (Case Study On Employees Of Bri Sharia Bank Kc Jakarta Wahid Hasyim). *Indonesia College of Economics*, April 2020, 1–17.
- [14] Harvida, D. A., & Wijaya, C. (2020). Faktor Yang Mempengaruhi Turnover Karyawan Dan Strategi Retensi Sebagai Pencegahan Turnover Karyawan : Sebuah Tinjauan Literatur. *Jurnal Ilmu Administrasi Negara*, 16(1), 13–23.
- [15] Hutahuruk, F. J., Matondang, R., & Pujangkoro, S. (2022). The Effect of Work Discipline on Employee Productivity. *Jurnal Sistem Teknik Industri*, 24(2), 221–227. <https://doi.org/10.32734/jsti.v24i2.8500>
- [16] Kurniawan, P., Sunarsi, D., & Solihin, D. (2022). The Effect of Work Motivation and Work Discipline on Employee Performance at The Health Department of Tangerang Selatan City. *International Journal of Education, Information Technology, and Others*, 5(2), 271–279.
- [17] Kusumaningrum, S. W. (2023). *Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan Dengan Retensi Karyawan Sebagai Variabel Intervening*. Universitas Islam Sultan Agung.
- [18] Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1–16.
- [19] Mering, L., Yunikewaty, Y., & Syamsudin, A. (2023). Pengaruh kompensasi,

- kompetensi dan budaya organisasi terhadap kinerja karyawan dengan retensi karyawan sebagai variabel mediasi pada pt. Hutan sawit lestari unit i di kotawaringin timur, kal-teng. *Media Bina Ilmiah*, 18(5), 1221–1236.
- [20] Murali, S. R., & Aggarwal, M. (2020). A study on the impact of transformational leadership style on employee engagement and employee performance in ict industry - (a study with reference to the ict industry in United Arab Emirates). *International Journal of Management*, 11(5), 210–221. <https://doi.org/10.34218/IJM.11.5.2020.021>
- [21] Ngobeni, D. A., Saurombe, M. D., & Joseph, R. M. (2022). The influence of the psychological contract on employee engagement in a South African bank. *Frontiers in Psychology*, 13(August), 1–20. <https://doi.org/10.3389/fpsyg.2022.958127>
- [22] Nurfalia, S. (2023). The Influence of Discipline and Compensation on Employees Performance at PT . Federal International Finance (Fifgroup) Sawahan Pengaruh Kedisiplinan dan Kompensasi terhadap Kinerja Karyawan pada PT . Federal Internasional Finance (Fifgroup) Sawahan. *Formosa Journal of Sustainable Research (FJSR)*, 2(1), 113–126.
- [23] Pakpahan, W., & Novianady Aulia, I. (2022). the Effect of Competence and Discipline on Employee Performance Mediation of Motivation Variables in Money Management Department Central Bank of Indonesia. *Dinasti International Journal of Management Science*, 3(3), 477–487. <https://doi.org/10.31933/dijms.v3i3.1093>
- [24] Pasaribu, J., Panjaitan, M., & Saragih, S. N. (2023). Efektivitas kepemimpinan sektor publik kepala desa di desa nagori pardomuan tongah kecamatan silou kahean kabupaten simalungun. *Governance: Jurnal Ilmiah Kajian Politik Lokal Dan Pembangunan*, 10(2), 71–77.
- [25] Perkasa, D. H., Susiang, M. I. N., Parashakti, R. D., & Rostina, C. N. (2023). The Influence of the Physical Work Environment, Work Motivation, and Work Discipline on Employee Performance. *KnE Social Sciences*, 286–295.
- [26] Prasetyo, I., & Aliyyah, N. (2021). Effects of organizational communication climate and employee retention toward employee performance. *J. Legal Ethical & Regul. Isses*, 24, 1.
- [27] Primadi Candra Susanto, Ni Nyoman Sawitri, Hapzi Ali, Sugeng Suroso, & Istianingsih Sastrodiharjo. (2023). Performance Management As a Mediation of Variable of Competence and Coaching Skills That Impacts Organization Sustainability. *Formosa Journal of Multidisciplinary Research*, 2(4), 719–728. <https://doi.org/10.55927/fjmr.v2i4.3792>
- [28] Putranto, R. A., Dawud, J., Pradesa, H. A., Harijanto, D., & Agung Dharmanegara, I. B. (2022). Manajemen Talenta Pada Sektor Publik: Sebuah Studi Literatur Serta Arah Model Kajian Untuk Masa Depan. *Jurnal Manajemen Dan Profesional*, 3(2), 176–211. <https://doi.org/10.32815/jpro.v3i2.1463>
- [29] Saputra, F. (2021). Leadership , Communication , And Work Motivation In Determining The Success Of Professional Organizations. *Journal of Law Politic and Humanities*, 1(2), 59–70.
- [30] Saputra, F., & Mahaputra, M. R. (2022a). Building Occupational Safety and Health (K3): Analysis of the Work Environment and Work Discipline. *Journal of Law Politic and Humanities*, 2(3), 105–114.
- [31] Saputra, F., & Mahaputra, M. R. (2022b). Effect of Job Satisfaction, Employee Loyalty and Employee Leadership Style (Human Resource Literature Study). *Dinasti International Journal of Management Science*, 3(4), 762–772. <https://doi.org/10.31933/DIJMS.V3I4.1324>
- [32] Saputra, F., Masyuroh, A. J., Danaya, B. P., Maharani, S. P., Ningsih, N. A., Ricki, T. S., Putri, G. A. M., Jumawan, J., & Hadita, H. (2023). Determinasi Kinerja Karyawan: Analisis Lingkungan Kerja, Beban Kerja dan Kepemimpinan pada PT Graha Sarana Duta. *JURMA: Jurnal Riset Manajemen*, 1(3), 329–341.
- [33] Sarwar, G., Cavaliere, L. P. L., Ammar, K., & Afzal, F. U. (2021). The Impact of Servant Leadership on Employee Performance. *International Journal of Management*

- (IJM), 12(5), 165–173. <https://doi.org/10.34218/IJM.12.5.2021.014>
- [34] Satriawan, N., Saputra, F., Saputra, E., & Saputra, R. (2024). Peranan Infrastruktur Teknologi Informasi dan Internet of Things terhadap Manajemen Information System Industri Pertahanan dan Keamanan. *Letigasi: Jurnal Ilmu Hukum, Politik Dan Pertahanan*, 1(1), 8–17.
- [35] Siregar, O. K., & Dani, R. (2019). Pengaruh Deviden Yield dan Price Earning Ratio terhadap Return Saham di Bursa Efek Indonesia Tahun 2016 Sub Sektor Industri Otomotif. *Jurnal Akuntansi Bisnis & Publik*, 9(2), 60–77.
- [36] Situmorang, E. D., & Wardhani, N. K. (2022). the Influence of Transformational Leadership Style, Workload and Job Satisfaction on Turnover Intention. *Dinasti International Journal of Management Science*, 3(3), 463–476. <https://doi.org/10.31933/dijms.v3i3.1092>
- [37] Suryani, N. K., Santanu, G., & Karwinic, N. K. (2023). Enhancing employee retention in the education sector: The role of training and satisfaction. *Jurnal Siasat Bisnis*, 27(2), 208–218. <https://doi.org/10.20885/jsb.vol27.iss2.art6>
- [38] Susanto, P. C. (2021). Coaching And Mentoring Education To Improve The Competence Of Final-Semester Students. *Proceedings International Conference on Education Od Suryakencana 2023*, 321–326.
- [39] Susanto, P. C., Arini, D. U., Yuntina, L., & Panatap, J. (2024). Konsep Penelitian Kuantitatif: Populasi , Sampel , dan Analisis Data (Sebuah Tinjauan Pustaka). *Jurnal Ilmu Manajemen*, 3(1), 1–12. <https://doi.org/https://doi.org/10.38035/jim.v3i1>
- [40] Susanto, P. C., Hidayat, W. W., Widayastuti, T., Rony, Z. T., & Soehaditama, J. P. (2023). Analysis of Resilience and Competence on Employee Performance through Intervening Key Performance Indicator Variables. *Indonesian Journal of Business Analytics*, 3(3), 899–910. <https://doi.org/10.55927/ijba.v3i3.4274>
- [41] Susanto, P. C., & Rony, Z. T. (2023). Analysis of employee retention programs and talent engagement to prevent employee turnover in organizations (Systematic literature review). *Asian Journal of Community Services*, 2(6), 489–500.
- [42] Susanto, P. C., & Sawitri, N. N. (2022). Coaching, Mentoring, Leadership Transformation And Employee Engagement: A Review of the Literature. *Dinasti International Journal Of Education Management And Social Science*, 4(2), 297–308. <https://www.dinastipub.org/DIJEMSS/article/view/1591>
- [43] Susanto, P. C., Sawitri, N. N., Suroso, S., & Rony, Z. T. (2023). Human Resource Business Partners: Recruitment, Coaching, and Leadership Development. *International Journal of Integrative Sciences*, 2(4), 457–470.
- [44] Susanto, P. C., Sawitri, N. N., & Susita, D. (2023). Job Satisfaction and Employee Turnover: Analysis Recruitment, Career Development, Organizational Culture. *Dinasti International Journal of Digital Business Management*, 4(3), 619–629.
- [45] Susanto, P. C., Simarmata, J., Febrian, W. D., Wahdiniawati, S. A., & Suryawan, R. F. (2024). Analysis of Coaching, Organizational Culture, and Performance Appraisal of Employee Productivity in High School: Literature Review. *Dinasti International Journal of Education Management and Social Science*, 5(2), 83–91.
- [46] Susanto, P. C., Soehaditama, J. P., & Benned, M. (2023). Determination of Motivation and Career Development: Analysis of Training, Competence. *Jakarta Timur, Indonesia. Tel*, 2(2), 273–279.
- [47] Susanto, P. C., Supardi, S., Suhendra, A., Soeprapto, A., & Saepudin, T. H. (2024). Productivity Employee: Analysis of Employee Behavior, Competence, Task Performance, and Work Motivation. *Dinasti International Journal of Digital Business Management (DIJDBM)*, 5(5).
- [48] Sutaguna, I. N. T., Yusuf, M., Ardianto, R., & Wartono, P. (2023). The effect of competence, work experience, work environment, and work discipline on employee performance. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(01), 367–381.

- [49] Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology, 11*, 314.
- [50] Venkat, M. V. V., Khan, S. R. K., Gorkhe, M. D., Reddy, M. K. S., & Rao, S. P. (2023). Fostering talent stability: a study on evaluating the influence of competency management on employee retention in the automotive industry. *Remittances Review, 8*(4), 2300–2328.
- [51] Violin, V. (2022). Influence Leadership, Competence and Motivation To Performance Employee Service Health Regency Bay Bintuni West Papua Province. *J. Adm. J. Pemikir. Ilm. Dan Pendidik. Adm. Perkantoran, 9*(2), 305–310.
- [52] Widodo, D. S. (2017). The Influence of Leadership, Competence, and Organizational Culture on organizational performance of the Border Region mediated by trust. *Australian Journal of Basic and Applied Sciences, 11*(11), 1–9.
- [53] Widodo, D. S. (2021). Determination of Employee Resign Decision: Corporate Culture and Career Development. *Journal of Accounting and Finance Management, 2*(5), 242–248. <https://doi.org/10.38035/jafm.v2i5.162>