ORIGINAL ARTICLE

Improving Employee Performance in terms of Leadership, Remuneration, and Competence

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ABSTRACT
The purpose of the study was to determine and analyze the influence of leadership, remuneration, and competence on PT employees' performance. Perkebunan Nusantara III (Persero) Medan. The approach used is a quantitative research approach. The sample used in this study was 84 employees. The data analysis technique used Multiple Linear Regression. The study's results partially prove that leadership, remuneration, and competence significantly positively affect employee performance. Then simultaneously, leadership, remuneration, and competence significantly influence the employee performance of PT Perkebunan Nusantara III (Persero) Medan.

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INTRODUCTION

Human resources are the main factors determining the organization's existence and success. Where qualified and competent human resources will have a positive influence on the progress of the organization. As a valuable asset, organizations need human resources who can excel, have high motivation, and can work as well as possible to achieve goals (Aryansah & Kusumaputri, 2013).

Performance is the result of work that a person or group can achieve in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and by morals and ethics. (Sutrisno, 2016). The performance itself can be influenced by various factors, including coming from the type of leader that exists in an organization or company, the remuneration given, and can also come from the competence of the employees themselves; where these three factors will be discussed in this study. This can significantly affect performance because all three will directly intersect with every individual in the organization or company (Fitrinasari, 2013).

Performance is a display of the complete state of the company during a specific period, a result or achievement influenced by the company's operational activities in utilizing its resources (Rivai, 2014). To measure performance, you can use the indicators put forward by Setiawan & Dewi, (2014), which are as follows: Accuracy of task completion, which is the management of time at work and also the accuracy of employees in completing work; Conformity of working hours, Willingness of employees to comply with company regulations relating to punctuality in entering/leaving work and Number of attendance, Attendance rate, Number of employee absences in a company for a certain period. Cooperation between employees is the ability to cooperate with others in completing a specified task to achieve maximum usability and results. Job satisfaction, employees are satisfied with the type of work that is their responsibility in the company.

Another opinion that suggests indicators to measure employee performance (Mangkunegara, 2017), Are Quality of Work, Accuracy, thoroughness, skill, and cleanliness. Work Quantity: Output, it is also necessary to pay attention not only to routine output but also to how quickly you can complete "extra" work, Whether reliable, Following instructions, initiative, careful, and diligent; attitudes, attitudes towards other employees' companies and work and cooperation.

A leader can change followers who think in such a way that they adopt the organization's vision as if it were their own. This transformation motivates employees to overcome their interests and strive for a common goal (Bass & Riggio, 2006). Leaders will provide opportunities for employees to develop their abilities on an ongoing basis. Second, as the head of the company or organization, the leader consciously fosters the spirit of collectivist culture and invites each individual to participate in collective activities and interact well. All of these behaviors are beneficial to the ongoing relationship between employee performance (Ghafoor, et; al., 2011).

According to Siagian, (2014) Leadership consists of five indicators, namely as follows: A climate of mutual trust, The expected relationship between a leader and his subordinates is a relationship that can foster a climate of mutual trust. This situation will become a reality if the leader treats his subordinates as responsible human beings and, on the other hand, the subordinates are willing to accept the leadership of their superiors. Respect for subordinates' ideas. Appreciation of subordinates' ideas a leader in an institution or agency will be able to give its nuances to his subordinates. A subordinate will always create positive ideas for achieving organizational goals at the institution or agency he works for. According to Kartini, (2010) revealed that leadership has four indicators: 1) Charisma, providing vision

and mission, instilling a sense of pride, and gaining respect and trust. Transformational leaders are seen as charismatic by their followers and have a lot of power and influence. 2). Inspiration, Communicating high expectations, using symbols to focus efforts, and expressing goals in simple ways. 3). Intellectual Stimulation, respecting promoting intelligence, developing rationalization, and problem-solving carefully. 4). Individualized Consideration, giving personal attention, respecting the differences of each individual, giving advice and direction.

Furthermore, to improve the quality of employee work must also be supported by providing appropriate remuneration so that employees feel that their work is appreciated; the organization must provide remuneration based on applicable regulations and achievements (Moeheriono, 2012). Remuneration is a tool to realize the vision and mission of the organization to increase a formal bond of cooperation between the organization and employees within the organization's framework, directing abilities, skills, time, and energy, all of which are aimed at job satisfaction and improving performance.

Remuneration is identified as one factor that influences employee performance in carrying out their duties. *Remuneration* is a reward or remuneration given to workers or employees as a result of the achievements given to achieve organizational goals (Sangadji & Sopiah, 2018). Meanwhile, according to Pora, (2011) There are four measuring instruments used as remuneration indicators, namely as follows: 1). Salary, Salary is remuneration in the form of money given by employers to employees for the energy and thoughts that have been contributed to advance or realize company goals. The salary is fixed and given in a definite amount as long as there is an employment relationship so that permanent employees can receive the salary based on monthly calculations. 2). Incentives are direct rewards paid to employees for their work performance that reaches or exceeds the predetermined target. Incentives can only be given to workers if they can produce products that exceed the standards set. 3). Benefits, things that are included in the benefits category are service and the availability of facilities. In contrast to incentives, benefits are more of an indirect or additional reward in the form of money or non-financial that employers give to employees. Examples of benefits are food allowance, transportation, medical, and wedding gift money. 4). Bonuses and Commissions, bonuses are rewards received by employees from employers for achieving performance that exceeds the results or time set. The bonus can be in cash, pilgrimage, umrah, domestic/foreign tours, or 13th or 14th-month salary.

Then to improve employee performance within the organization must be supported by several components, one of which is competence. According to Suparno, (2012) Competence is sufficient proficiency to perform a task or to possess the implied skills and abilities. Competence, namely knowledge, skills, and abilities needed to do a job. These competencies will form an employee's character by forming excellent and satisfying work results. Therefore government or private agencies emphasize the need for competence in organizations.

Competencies describe what employees do in the workplace at various levels and detail the standards of each level, identify the characteristics of knowledge and skills required of individuals that enable them to carry out their duties and responsibilities effectively to achieve professional quality standards in work produce a good performance (Wibowo, 2016).

According to Wibowo, (2016) competence is the ability to carry out or perform a job or task based on skills and knowledge supported by the work attitude required. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as the most crucial thing, superior in that field..

According to Sutrisno, (2016), Several aspects of indicators are contained in the concept of competence, namely knowledge, and awareness in the cognitive field. For example, an employee knows how to identify learning and do good learning by existing needs effectively and efficiently in the company. Understanding the individual's cognitive and affective. For example, in carrying out learning, an employee must have a good understanding of the characteristics and conditions effectively and efficiently. Skill is owned by an individual who carries out the task or job assigned to him. for example, the ability of employees to choose work methods that are considered more effective and efficient. Value is a standard of behavior that has been anticipated and psychologically integrated into a person, for example, the standard of behavior of employees in carrying out their duties (honesty, openness, democracy, etc.). Attitude, feelings (happy-not happy, likes-dislikes), or reaction to a stimulus that comes from outside, for example, a reaction to the economic crisis, feelings of salary increases, and so on. Interest is a person's tendency to do an action. For example, doing a task activity.

Hypothesis Development

Every leader must give serious attention to fostering, mobilizing, and directing all potential employees in their environment to realize organizational stability and improve employee performance that is oriented toward organizational goals.

Leadership is the central point and policymaker of the activities to be carried out in the organization. Even today, it can be said that the progress achieved and the role of its leader primarily determine the setback experienced by the agency. Leadership in organizations/companies is essential because good and effective leadership can build, encourage and promote a strong corporate culture and ultimately achieve success. Sependapat dengan hasil penelitian Lesmana, (2018), Farisi & Lesmana, (2021), Prayogi & Lesmana, (2021), Arianty, (2015); Jufrizen, (2017) dan Tanjung, (2015) This concludes that leadership affects employee performance; from the explanation above, a conceptual framework of the influence of leadership on employee performance can be described below:
H1: There is an effect of leadership on employee performance.

Remuneration means something that employees receive in return for contributions that have been made to the organization where they work. Remuneration has a broader meaning than salary because it includes all forms of remuneration, either directly or indirectly, and is routine or non-routine for each employee of his organization. Remuneration is also one of the dominant ways for organizations to retain their employees. With reasonable remuneration, employees will feel satisfied and comfortable working productively, which will ultimately help the organization achieve its goals. This is in line with the research results Ramadhan, (2016) and Nasution, (2019) Which concludes that remuneration affects employee performance.
H2: There is an effect of remuneration on employee performance.

Untuk meningkatkan kinerja karyawan didalam organisasi harus didukung oleh Several components, one of which is competence, competence is knowledge, the ability of skills needed to do a job. These competencies will form an employee's character by forming excellent and satisfying work results. Therefore government or private agencies emphasize the need for competence in organizations. In line with the opinion of Suparno, (2012) This explains that competence is adequate proficiency to perform a task or to have the implied skills and abilities. This is also in line with the results of previous research conducted by

Prayogi, Lesmana, & Siregar, 2019), Nasution & Rahayu, (2020), Lesmana & Nasution, (2021), Elizar & Tanjung, (2018), Rosmaini & Tanjung, (2019) dan Rande, (2016) Concluded that competence affects employee performance.
H3: There is an effect of competence on employee performance
H4: There is a simultaneous effect between leadership, remuneration, and competence on employee performance

Based on the explanation above, by adjusting to previous studies, it can be described the relationship between leadership, compensation, and competencies that affect employee performance as follows:
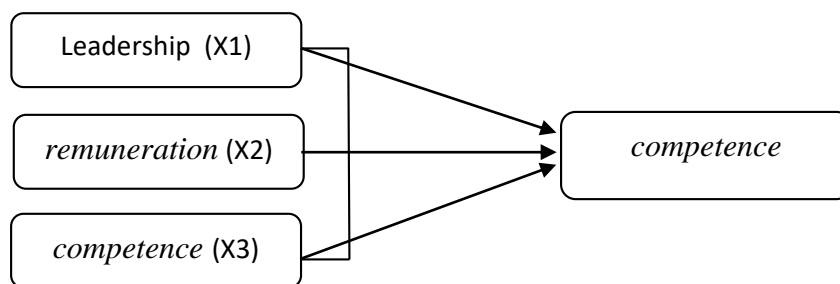

Figure 1. Conceptual Framework

METHOD

This study uses a quantitative research approach, where this research is to explain the causal relationship between the research variables and the testing hypothesis (Nasution, et al., 2020). The population in this study are employees of PT. Perkebunan Nusantara III (Persero) Medan, totaling 538 people. Due to the limitations of the researcher, not all employees were sampled, so sampling using the Slovin formula obtained the results of 84 employees with a precision of 10%. Then the data analysis technique used is multiple linear regression analysis with the help of SPSS software. Before proceeding, using multiple regression analysis, the questionnaire used was tested for validity and reliability. The validity test results show that all indicators in this study are valid and reliable.

RESULTS AND DISCUSSION

In this study, the questionnaire data that had been obtained were then processed systematically, starting with explaining the respondent's profile. The profile is as follows: The percentage of respondents consists of 63 (75%) men and 21 (25%) women. It can be concluded that the majority of respondents are male employees. The percentage of respondents consisted of 62 (73.8%) employees with a bachelor's education background, 12 (14.3%) employees with a Diploma education background, and the last 10 (11.9%) employees with a high school/vocational education background. It can be concluded that most respondents are employees with a bachelor's education background. Then the percentage of respondents consists of 50 (59.5%) employees who have worked for more than six years, 21 (25%) employees who have worked for 4-5 years, 12 (14.3%) employees who have worked for 2-3 years, and 1 (1.2%) employees who worked less than one year. It can be concluded that the majority of respondents are employees who have worked for more than six years.

Regression Model
Classic assumption test
In multiple linear regression, there are some classical assumptions of multiple regression. The classical assumption test aims to identify whether the regression model is good. There are several tests of the classical assumptions: the Normality Test, Multicollinearity Test, and Heteroscedasticity Test.

Normality test
The normality test of the data is carried out to see whether, in the regression model, the dependent and independent variables have a normal distribution or not; if the data spread around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality.
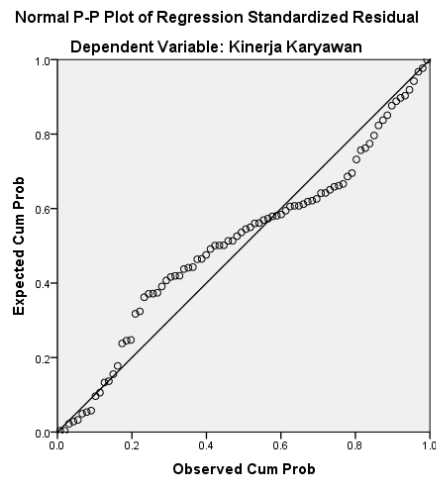

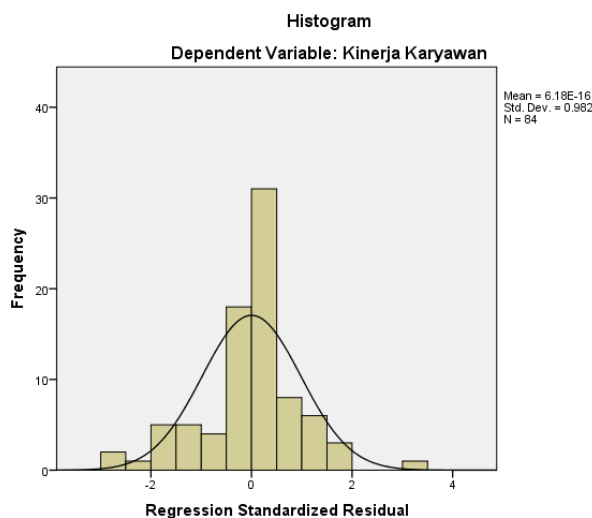**Figure 2.** P-P Plot . Normality Test Results

Figure 3. Histogram Normality Test Results

Figure 2 shows that the data spreads following the diagonal line, and in Figure 3, the histogram image is in the middle. It does not deviate to the left or right, meaning that the

data between the dependent and independent variables have a normal relationship or distribution or meet the normality assumption test.

Multicollinearity Test

The multicollinearity test is used to determine whether in the regression model there is a high correlation between the independent variables, provided that:
a) If the tolerance is < 0.1 or equal to VIF > 10, there is a serious multicollinearity problem.
b) If Tolerance > 0.1 or equal to VIF < 10, there is no multicollinearity problem.

Table 1. Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	.696	1.436
	remuneration	.642	1.557
	competence	.835	1.198

a. Dependent Variable: Employee Performance

Based on table 2, it can be seen that the Variance Inflation Factor (VIF) value for the leadership variable (X1) is 1.436, the remuneration variable (X2) is 1.557, and the competency variable (X3) is 1.198. Each independent variable has a value of less than 10. Likewise, the tolerance value for the leadership variable (X1) is 0.969, the remuneration variable (X2) is 0.642, and the competency variable (X3) is 0.835. From each variable, the tolerance value is more significant than 0.1, so it can be concluded that there is no symptom of multicollinearity between the independent variables, which is indicated by the tolerance value of each independent variable being more significant than 0.1. The VIF value is less than 10.

A heteroscedasticity test was conducted to determine whether, in the regression model, there was an inequality of variance from the residuals of one observation to another. To determine whether heteroscedasticity occurred in this study's regression model, the analysis was carried out using an informal method. Informal methods in heteroscedasticity testing are the graph method and the Scatterplot method. The basis of the analysis is as follows:
a) heteroscedasticity occurs if there is a specific pattern, such as dots forming a regular pattern.
b) If there is no clear pattern and the points spread irregularly, there is no heteroscedasticity.

With SPSS version 24.00, the results of the heteroscedasticity test can be obtained as follows:
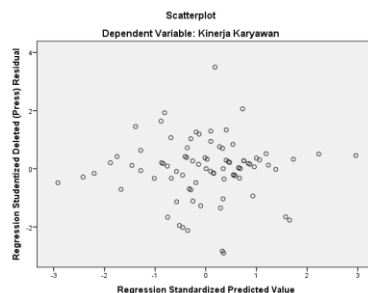

Figure 4. Heteroscedasticity Test Results

From the form of Figure 4, it can be seen that the residual distribution is irregular and does not form a pattern. This can be seen in the points or plots that spread. The conclusion that can be drawn is that there is no heteroscedasticity.

Multiple Linear Regression Analysis

The multiple linear regression model used is employee performance as the dependent variable and leadership, remuneration, and competence as independent variables. Where multiple analysis is helpful to determine the effect of each dependent variable on the independent variable. Following are the results of data management using SPSS version 24.00.

Table 2. Multiple Linear Regression Test Results

	Coefficientsa				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	.044	3.322		.013	.989
Leadership	.349	.101	.325	3.468	.001
remuneration	.386	.112	.337	3.456	.001
competence	.260	.091	.245	2.868	.005
a. Dependent Variable: Employee Performance					

From table 2, it is known that the following values can be seen the value of Constant = 0.044; Leadership= 0.349 ; Remuneration; = 0.386 ; Competence = 0.260. These results are entered into the multiple linear regression equation so that the following equation is known: $Y = 0.044 + 0.349X1 + 0.386 X2 + 0.260 X3$, the interpretation of the equation is:

1) The constant value is 0.044. This shows that if the value of leadership (X1), remuneration (X2), and competence (X3) is equal to 0 (zero), then the value of employee performance (Y) is equal to 0.044.
2) The leadership variable (X1) has a regression coefficient value of 0.349, which indicates that for every increase in leadership by 1, the value of employee performance (Y) increases by 0.349 with the assumption that other variables are constant/fixed. Vice versa, for every decrease in leadership by 1, the value of employee performance will decrease by 0.349 with the assumption that other variables are constant/fixed.
3) The remuneration variable (X2) has a regression coefficient value of 0.386, which indicates that for every increase in remuneration of 1, the employee's performance value (Y) has increased by 0.386 with the assumption that other variables are constant/fixed. Vice versa, for every decrease in remuneration by 1, the employee's performance value will decrease by 0.386 with the assumption that other variables are constant/fixed.
4) The competency variable (X3) has a regression coefficient value of 0.260 which indicates that for every increase in competence by 1, the employee performance value (Y) increases by 0.260 with the assumption that other variables are constant/fixed. Moreover, vice versa, for every decrease in competence by 1, the employee's performance value will decrease by 0.260 with the assumption that other variables are constant/fixed.

Hypothesis test

Based on table 2, it can be seen that in hypothesis 1, the results of the count for the leadership variable are 3,468 with DK = n-k (84-3=81), and the t table is 1,989. So t count

3.468 > 1.989, there is an influence between leadership and employee performance. Hypothesis 2, for the remuneration variable of 3,456 with DK = n-k (84-3=81), obtained stable 1,989. it is known that t count 3,456 > t table 1,989; thus, there is an influence between remuneration on employee performance. Furthermore, in Hypothesis 3, it is known that the employee competence variable is 2.868 with DK = n-k (84-3 = 81), and the t table is 1.989. Eat count 2.868 > table 1.989, thus that there is an influence between competence on the performance of employees of PT. Perkebunan Nusantara III (Persero) Medan.

Next is the F test (simultaneous test) to determine whether all variables have a regression coefficient equal to zero. Based on the results of data processing with the SPSS version 24.00 program, the following results were obtained:

Table 3, F Test Results (Simultaneous)

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	725.665	3	241.888	27.872	.000ᵇ
	Residual	694.287	80	8.679		
	Total	1419.952	83			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Competence, Leadership, Remuneration

Based on table 3, obtained Fount of 27.872 with DK = n-k-1 (84-3-1 = 80), obtained F table 3.96. So Fount 27.872 > Fable 3.96, it can be concluded that there is an influence between leadership, remuneration, and competence on the performance of employees of PT. Perkebunan Nusantara III (Persero) Medan.

Coefficient of Determination (R-Square)

This coefficient of determination serves to determine the percentage of the influence of the independent variable and the dependent variable by squaring the coefficients found.

Table 4. Determination Test Results

Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715ᵃ	.511	.493	2.94594

a. Predictors: (Constant), Competence, Leadership, Remuneration

b. Dependent Variable: Employee Performance

Table 4 shows that the R Square value is 0.715 or 71.5%, which means that the relationship between employee performance and the independent variables, leadership, remuneration, and competence is close. The R-Square value in this research is 0.511, which means that 51.1% of the variation in employee performance is explained by the independent variables, namely leadership, remuneration, and competence. At the same time, the remaining 48.9% is explained by other variables not examined in this study.
Then the standard error of the estimated means measuring the variable from the predicted value. The standard error of the estimated is also known as the standard deviation. The standard error estimated in this study is 2.94594, where the smaller the standard deviation means, the better the model predicts employee performance.

Discussion

The Effect of Leadership on Employee Performance

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits. Leadership is a significant factor in determining the achievement of goals set by the organization (Mustafa & Maryadi, 2017). This has the consequence that every leader is obliged to give serious attention to fostering, mobilizing, and directing all potential employees in their environment to realize organizational stability and increase employee performance oriented toward organizational goals. Leadership is the central point and policymaker of the activities to be carried out in the organization. Even today, it can be said that the progress achieved and the role of its leader largely determine the setback experienced by the agency. Leadership in organizations/companies is critical because good and effective leadership can build, encourage and promote a strong corporate culture and ultimately achieve success. This is in line with the results of research conducted by Lesmana, (2018), Farisi & Lesmana, (2021), Prayogi & Lesmana, (2021), Arianty, (2015); Jufrizen, (2017) and Tanjung, (2015) who concluded that leadership affects employee performance.

The Effect of Remuneration on Employee Performance

Remuneration is a tool to realize the vision and mission of the organization to increase a formal bond of cooperation between the organization and employees within the organization's framework, directing abilities, skills, time, and energy, all of which are aimed at job satisfaction and improving performance. Remuneration means something that employees receive in return for contributions that have been made to the organization where they work. Remuneration has a broader meaning than salary because it includes all forms of remuneration, either directly or indirectly, and is routine or non-routine for each employee to his organization. Remuneration is also one of the dominant ways for organizations to retain their employees. With reasonable remuneration, employees will feel satisfied and comfortable working productively, which will ultimately help the organization achieve its goals. This is in line with the research results (Ramadhan, 2016) and (Nasution, 2019) which concludes that remuneration affects employee performance.

The Effect of Competence on Employee Performance

Improving the performance of employees within the organization must be supported by several components, one of which is competence, competence knowledge, skills, and abilities needed to do a job. These competencies will form an employee's character by forming good and satisfying work results. Therefore government or private agencies emphasize the need for competence in organizations. In line with the opinion of Suparno (2012) explains that competence is adequate proficiency to perform a task or having the skills and abilities implied. This is also in line with the results of previous research conducted by Prayogi, et al.,, 2019), Nasution & Rahayu, (2020), Lesmana & Nasution, (2021), Elizar & Tanjung, (2018), Rosmaini & Tanjung, (2019) and Rande, (2016) concluded that competence affects employee performance.

The simultaneous effect between Leadership, Remuneration, and Competence on Employee Performance

Good leadership, reasonable remuneration and competence in a company are closely related to employee performance. The better the leadership, the more leadership is willing to listen and want to include employees in decision-making, a sound remuneration system, and employee competencies that are by the work they are carrying out, the more motivated employees are to work because they feel comfortable in the organization, the more motivated

employees are to work, the more motivated employees are to work. It will produce good performance within the company to create effectiveness and efficiency in its activities.

CONCLUSION

Companies must pay attention to all work activities carried out by employees to feel cared for and appreciated so that employees become willing and have a high attachment to the company to achieve company goals. The company, especially the company leaders, should involve employees more in decision-making and implementing strategies that must be carried out in the future so that employees also feel more valued and that they have contributed to determining the targets to be achieved. The overall remuneration is quite good. However, in distributing bonuses outside of employee salaries, there are still unequal distributions. Therefore PT. Perkebunan Nusantara III (Persero) Medan must provide the bonus based on the class, years of service, and performance of each employee who excels. In improving employee performance, it is necessary to pay attention to employee competency issues, especially those related to employee work skills in handling any given job, employee behavior in the office, as well as increasing employee work experience by conducting education and training in order to increase knowledge and skills to employees in the future, which will come.

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