

The Influence of Competence and Autocratic Leadership Style on the Performance of Employees at Cileungsi Regional General Hospital Through Work Discipline as a Mediating Variable

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Abstract

This study aims to analyze the influence of competence and autocratic leadership style on the performance of employees at Cileungsi Regional Hospital, with work discipline as a mediating variable. The statistical test results indicate that both competence and autocratic leadership style significantly affect employees' work discipline and performance. Work discipline also serves as a mediating variable that strengthens the relationship between competence and autocratic leadership style with employee performance. These findings highlight the importance of continuous competency development through training and the implementation of a firm yet adaptive leadership style suited to employee characteristics. Hospital management is advised to enhance monitoring systems, conduct regular performance evaluations, and enforce fair and consistent work discipline to create a productive and high-quality work environment.

Introduction

Hospitals, as healthcare institutions, play a crucial role in providing medical services to the public. They serve as healthcare centers accessible to the public for prompt and appropriate medical care (World Health Organization, 2020). Furthermore, hospitals also play a crucial role in preventative measures aimed at preventing the spread of disease. In this regard, hospitals focus not only on patient care but also on developing scientific knowledge and improving the quality of medical personnel (Ministry of Health of the Republic of Indonesia, 2018).

To maintain quality service, hospitals need efficient management and ensure patient comfort throughout every step of the treatment process. A good hospital must ensure that medical and non-medical services are well-managed, thus providing optimal benefits to the community. The existence of a quality hospital significantly impacts public health, contributing significantly to overall social welfare (Anderson, GF, et al., 2010).

Hospital employee performance is a crucial aspect that requires attention, considering that hospitals function as

institutions that provide healthcare services to the public. High-performing employees will be able to provide satisfactory service to patients, maintain the quality of hospital operations, and improve the hospital's image in the eyes of the public. Performance itself can be defined as the results of work or work behavior achieved in carrying out assigned tasks and responsibilities within a specific time period (Kasmir, 2019). Meanwhile, according to (Sinambela, 2021), performance is the results achieved by an individual or group in carrying out assigned tasks and responsibilities over a specific period. Performance encompasses not only the output or final results achieved, but also the processes and behaviors demonstrated during the performance of those tasks.

This research was conducted at Cileungsi Regional Hospital, a referral hospital in Bogor Regency, West Java. Cileungsi Regional Hospital provides a variety of medical and support services to the surrounding community. However, the challenges faced by the hospital are considered very complex, one of which includes human resource performance issues. Given that hospital employees play a crucial role in the hospital's daily operations,

performance at Cileungsi Regional Hospital generally reflects quite complex dynamics and requires special attention. As a hospital serving the community, employee performance at Cileungsi Regional Hospital is a key factor in ensuring that health services run smoothly and meet expectations. Employee performance often does not always meet expectations.

Problems related to low employee performance can be influenced by various factors, both individual and organizational. Delays in completing tasks or projects, irregular attendance, high absenteeism rates, or a habit of arriving late to work can lead to a lack of synergy among employees and the potential for internal conflict. Furthermore, at the organizational level, factors such as minimal training, ineffective management, an uncondusive work environment, and an unsupportive work culture are often key triggers. Indicators of suboptimal performance are usually seen in tasks not being completed on time, not achieving targets, and work results that do not meet established quality standards. Further research is needed to identify the causes of these performance fluctuations and to design more effective strategies to ensure consistency and improvement in employee performance in the future.

Many factors are believed to influence hospital employee performance, but the author only examined the factors deemed dominant, including competence, autocratic leadership style, and work discipline. Research examining the relationship between competence and performance has yielded mixed findings, both consistent and contradictory. Competence has a positive effect on employee performance, and competence is even the most dominant variable compared to other variables (Abdul Azis N, 2020). This research aligns with Agus Ariyanto (2021), who stated that competence significantly influences employee performance at the Transportation Agency. However, other research (Agustine Pariesti, 2022) indicates that competence has no direct effect on performance.

In addition to competence, autocratic leadership style can also influence employee performance. Previous research (Abdullah Rasjid, 2024) stated that leadership style significantly influences employee performance. This research aligns with research (Citra Leoni Tumbol, Bernhard Tewal, Jantje L. Sepang, 2014) which states that autocratic leadership style simultaneously influences employee performance. Meanwhile, research (Darmadi, 2022) states that leadership style has no significant effect on performance. The differences in findings in this study indicate a lack of clarity or consensus that can be used as a reference, thus opening opportunities for further research.

Various studies have examined the influence of competence and leadership style on performance. Research (Abdul Azis N, 2020) shows that competence positively influences performance, even becoming the dominant variable influencing performance. However, this finding differs from research (Agustine Pariesti, 2022), which states that competence has no direct effect on performance. Agus Ariyanto (2021) also found that competence positively influences performance.

Another study by Abdullah Rasjid (2024) found that leadership style significantly impacts employee performance, while a study by Citra Leoni Tumbol, Bernhard Tewal, and Jantje L. Sepang (2014) specifically highlighted the influence of autocratic leadership style on performance, which simultaneously impacts employee work performance. Conversely, a study by Darmadi (2022) concluded that leadership style does not significantly impact performance. These differences in research findings create a research gap, particularly regarding the relationship between competence, leadership style, and performance, which requires further exploration.

Based on this data, researchers attempted to address this gap by adding work discipline as an intervening variable in the study. Work discipline, a crucial factor in achieving optimal performance, can motivate

individuals to achieve their goals more consistently and responsibly. High levels of discipline tend to be more focused on their work, meet deadlines, and follow established procedures and rules (Julita, 2020).

Work discipline can also act as a mediating variable, mediating the influence of competence and autocratic leadership styles on performance. Individuals with high competence tend to be more capable of performing tasks with high quality (Agus Ariyanto, 2021). However, this ability needs to be supported by strong work discipline to optimize existing potential. On the other hand, an autocratic leadership style that tends to be strictly regulatory and directive also has the potential to increase work discipline. Leaders who closely supervise and control work can motivate employees to improve their work discipline, thereby improving performance (Suwandi, 2023).

The work discipline situation at Cileungsi Regional Hospital has become a concern due to indications of issues affecting employee performance and productivity. Some of the issues that have emerged include high levels of employee tardiness, irregular absences, and a lack of compliance with management regulations. Furthermore, communication between management and staff in several divisions is reportedly suboptimal, hampering work coordination. This situation is likely to impact the quality of hospital services provided to the public.

This research has great significance because it is rooted in problems related to employee performance which is very crucial for the organization. The new idea of this research lies in the view that is built on the gaps in previous research, which then examines the variables, especially the leadership style variable in more depth, namely the autocratic leadership style that affects performance. This study also adds discipline as a mediating variable. Therefore, the researcher is interested in conducting a study with the title "The Influence of Competence and Autocratic

Leadership Style on Employee Performance at Cileungsi Regional General Hospital Through Work Discipline as a Mediating Variable".

Literature Review

Organizational Behavior (OB) is a field of study that examines how individuals, groups, and organizational structures influence behavior within organizations, aiming to improve organizational effectiveness. According to Robbins and Judge (2013), OB involves understanding the input-process-output framework, where behavior is predictable and can be modified based on individual differences. This knowledge helps organizations manage employee attitudes, motivation, communication, leadership, and group dynamics to enhance performance and productivity.

Performance refers to the measurable results of an employee's work in terms of quality and quantity, achieved within a specific period. It encompasses not only output but also the behaviors and processes involved in task completion (Mangkunegara, 2021; Sedarmayanti, 2017). Factors affecting performance include individual abilities, motivation, and the work environment, such as leadership style, clear job descriptions, and supportive facilities. Key performance indicators often include work quality, communication, punctuality, ability, initiative, attendance, and cooperation.

Competence is defined as the combination of knowledge, skills, attitudes, and behaviors that enable employees to perform their duties effectively (Dessler, 2017; Wibowo, 2016). It is influenced by factors such as beliefs, skills, experience, personality, emotional aspects, and intellectual ability. Competencies can be categorized into task achievement, interpersonal relationships, personal attributes, managerial skills, and leadership capabilities. These competencies are essential for employees to meet organizational goals and adapt to changing demands.

Autocratic leadership style is characterized by centralized authority, where the leader makes decisions unilaterally and expects strict compliance from subordinates (Tumbol et al., 2014; Sudrajat, 2022). Autocratic leaders typically control policies, enforce rules rigidly, and rely on formal power, often using coercion and punishment. While this style can lead to faster decision-making, clear instructions, and increased productivity, it may also reduce subordinate creativity, motivation, and innovation. Key indicators include decision-making ability, motivation, communication, control, responsibility, and emotional regulation.

Work discipline involves employees' awareness and willingness to comply with organizational rules and social norms, reflecting responsibility and commitment to assigned tasks (Rivai, 2019; Hasibuan, 2018). Discipline encourages enthusiasm, initiative, and work passion, contributing to organizational goals. It can be preventive, corrective, or progressive, depending on whether it aims to encourage compliance or address violations. Characteristics of disciplined employees include punctuality, proper use of resources, high responsibility, and adherence to office rules.

Together, these concepts—organizational behavior, performance, competence, leadership style, and work discipline—form the foundation for understanding how organizations can optimize employee behavior and productivity. By applying these theories, managers can develop strategies to improve motivation, communication, leadership effectiveness, and employee compliance, ultimately enhancing organizational success.

Research Methodology

The research methodology employed in this study follows a scientific and systematic approach to collect and analyze data in line with the research objectives. The study uses a quantitative method, grounded in positivist philosophy, which involves selecting a specific

population or sample through random sampling techniques. Data collection is conducted using structured research instruments, and the data are analyzed statistically to test the formulated hypotheses. Specifically, multiple regression analysis is applied to predict the dependent variable based on two or more independent variables, ensuring the data meet classical assumptions for validity and reliability. The analysis is performed using SPSS version 25.

To ensure the robustness of the regression model, several diagnostic tests are conducted. The normality test checks whether the data for independent and dependent variables follow a normal distribution, using the Kolmogorov-Smirnov method. A normal distribution is crucial for the validity of regression analysis. The multicollinearity test examines correlations among independent variables to prevent redundancy, using tolerance and Variance Inflation Factor (VIF) values as indicators. The autocorrelation test, assessed via the Durbin-Watson statistic, ensures that residuals are independent, avoiding bias in the regression results. Additionally, the heteroscedasticity test, conducted visually with scatterplots, verifies that the variance of residuals is constant across all levels of independent variables, which is essential for reliable estimates.

The core analytical technique is multiple linear regression, which models the relationship between multiple independent variables and a dependent variable. This method allows the prediction of the dependent variable's value based on changes in the independent variables. The regression equation includes a constant term, regression coefficients for each independent variable, and an error term representing unexplained variance. The coefficient of determination (R^2) is used to measure how well the independent variables collectively explain the variation in the dependent variable, with values closer to 1 indicating a better fit.

Beyond regression, path analysis is employed to explore both direct and indirect

causal relationships among variables within a structural model. This technique extends multiple regression by allowing the examination of mediating effects, illustrated through causal pathways. In this study, work discipline acts as an intervening variable mediating the effects of competence and autocratic leadership style on employee performance. Path analysis provides estimates of direct, indirect, and total effects, offering a comprehensive understanding of the relationships.

Hypothesis testing involves both F-tests and t-tests. The F-test evaluates whether the independent variables, as a group, significantly influence the dependent variable, determining the overall model's suitability. The t-test assesses the individual impact of each independent variable on the dependent variable, identifying which predictors have significant effects. Statistical significance is determined based on comparison with critical values or p-values at a 0.05 significance level.

Finally, the Sobel test is applied to assess the mediation effect of work discipline between the independent variables and employee performance. This test calculates the significance of the indirect effect by combining the paths from the independent variables to the mediator and from the mediator to the dependent variable. A calculated t-value exceeding the critical t-table value indicates a significant mediation effect. This comprehensive methodological framework ensures that the research rigorously examines the relationships among competence, leadership style, work discipline, and employee performance.

Results and Discussion

Cileungsi Regional General Hospital (hereinafter abbreviated as "RSUD Cileungsi") is one of the hospitals owned by the Bogor Regency Regional Government and is a hospital with a Full Regional Public Service Agency (PPK – BLUD) Financial Management Pattern.

Cileungsi Regional General Hospital has conducted a Hospital Accreditation assessment survey by the Hospital Accreditation Committee (KARS) and was declared to have passed the First level. Cileungsi Regional General Hospital was built in stages from 2010 to 2012, through financial assistance from the Province of West Java. Before becoming a Class C Cileungsi Regional General Hospital, it still had the status of UPT Cileungsi Health Center, Bogor Regency Health Office. With the Decree of the Minister of Health of the Republic of Indonesia Number HK.03.05 / I / 627/12 dated April 16, 2012, Cileungsi Regional General Hospital, Bogor Regency was designated as a Class C Regional General Hospital. On May 24, 2012, Cileungsi Regional General Hospital was inaugurated by the Governor of West Java and the Regent of Bogor.

In line with the development objectives of the health sector in Bogor Regency, in carrying out the function of maintaining and improving individual health through comprehensive second and third level health services according to medical needs, Cileungsi Regional Hospital has set the following Vision: "THE REALIZATION OF QUALITY AND AFFORDABLE REFERRAL HEALTH SERVICES".

Cileungsi Regional General Hospital (RSUD) employs employees with diverse backgrounds and characteristics. In providing healthcare services, the ever-increasing public demand for quality requires hospitals to continually improve. As a healthcare provider, RSUD is required to continuously improve its service quality to maintain a positive image and meet public expectations. To meet these challenges, hospitals need to make improvements in various aspects of their services, including changing their perspective on service delivery to build a better image. In this process of change, the role of professional and competent human resources is crucial. Competence, employee discipline, and leadership style are crucial factors in these improvements.

Table 4.1.
Frequency Distribution of Respondents by Gender

No	Gender	Respondents (n)	Percentage (%)
1	Man	40	43.0
2	Woman	53	57.0
Amount		93	100.0

Based on the data obtained, respondents in this study consisted of both men and women. The majority of respondents were women (53 respondents) (57.0%), while the remaining 40 were men (43.0%). This indicates that female respondents were slightly more involved in this study than male respondents. This gender variation is an important characteristic that can influence how respondents interpret required competencies, discipline, and how their superiors' leadership styles impact their daily work performance.

1. Respondent Characteristics by Age

Respondent characteristics based on employee age are shown in the following table:

Table 4.2.
Frequency Distribution of Respondents by Age

No	Age	Respondents (n)	Percentage (%)
1	20-30 Years	24	25.8
2	31-40 Years	44	47.3
3	41-50 Years	20	21.5
4	> 50 Years	5	5.4
Amount		93	100.0

Source: Prime Data r

Based on the data above, the majority of respondents were in the 31–40 age group (44 people (47.3%)), followed by 24 (25.8%) aged 20–30. Meanwhile, 20 (21.5%) were in the 41–50 age range, and only 5 (5.4%) were over 50.

This age composition reflects that most of the Cileungsi Regional Hospital employees who responded are of productive age and mature in terms of work experience. The 31–40 age group

is generally in a stable phase of their careers. Meanwhile, respondents aged 20–30, who are mostly *fresh graduates*, are in the early stages of career development, are usually still in the process of forming core competencies and are heavily influenced by the way leaders provide direction. On the other hand, more senior employees, especially those over 40, tend to have extensive experience, can contribute to decision-making and hold high-ranking or strategic positions.

2. Respondent Characteristics based on education

Respondent characteristics based on education are shown in the following table:

Table 4.3.
Frequency Distribution of Respondents Based on Education

N	Educatio o n	Respondent s (n)	Percentag e (%)
1	SENIOR HIGH SCHOOL	11	11.8
2	D3	21	22.6
3	S-1	49	52.7
4	S-2	12	12.9
Amount		93	100.0

Source: Prime Data r

The data distribution results indicate that most respondents in this study had a relatively high educational background. The majority of respondents were undergraduate (S-1) graduates (49 people) (52.7%), followed by Diploma 3 (D3) graduates (21 people) (22.6%), then Masters (S-2) graduates (12.9%), then the remaining 11 were high school graduates (11.8%).

This composition illustrates that the majority of the workforce at Cileungsi Regional Hospital has an adequate level of formal education, with more than half being college graduates. This presents significant potential for the hospital to develop employee competence and discipline, as generally, the higher the level of education, the greater the individual's ability to understand service

standards, adapt to technology, and embrace changes in work systems.

3. Respondent Characteristics Based on Length of Service

The characteristics of respondents based on education are shown in the following table:

Table 4.4.

Frequency Distribution of Respondents Based on Work Time

No.	Working Hours	Respondent (n)	Percent (%)
1	≤ 5 Years	7	7.5
2	5-10 Years	46	49.5
3	≥ 10 Years	40	43.0
Total		93	100.0

Source: Prime Data

Based on the data obtained, the majority of respondents in this study had a long tenure at Cileungsi Regional Hospital. The largest group were employees with 5 to 10 years of service, totaling 46 employees (49.5%), followed by employees with more than 10 years of service, totaling 40 employees (43.0%). Meanwhile, only 7 employees (7.5%) had less than or equal to 5 years of service.

This distribution indicates that the majority of employees have considerable work experience, reflecting a high level of stability and loyalty within the hospital. The high number of employees with more than five years of service also indicates a conducive work environment. This is certainly a crucial asset for the hospital in maintaining service continuity and employee performance.

1.1.2. Instrument Validity and Reliability

1.1.3. Validity and reliability tests were conducted on all questionnaire items for the four variables studied. The following are the results of the validity and reliability tests for each variable:

1. Validity Test

The validity test in this study aims to determine whether each question in the questionnaire that was compiled is truly able to measure the

variables to be studied. To assess the feasibility of each question item, a comparison was made between the calculated r value and the table r at degrees of freedom (df) = $n - 2$. In this case, the number of respondents was 93 people, so the table r value used was 0.204. An item is declared valid if the calculated r value > table r , and vice versa, if the calculated r < table r , then the item is considered invalid or less suitable for use in research. The following are the results of respondents' answers for the validity of the competency variable data:

Table 4.5.

Results of Validity Test of Variable X

Variables	Question Items	Correlation r count	Correlation r table	Conclusion
Competence	1	0.579	0.204	Valid
	2	0.650	0.204	Valid
	3	0.594	0.204	Valid
	4	0.554	0.204	Valid
	5	0.553	0.204	Valid
	6	0.564	0.204	Valid
	7	0.517	0.204	Valid
	8	0.567	0.204	Valid
	9	0.470	0.204	Valid
	10	0.506	0.204	Valid

Source: SPSS Data Management Results

Based on Table 4.5, the calculated r value for all competency variable statement items is greater than the table r value (0.204). Based on the validity test criteria, if calculated r > table r then all statement items are declared valid.

Table 4.6.

Results of Validity Test of Variable x_2

Variables	Question Items	Correlation r count	Correlation r table	Conclusion
Autocratic Leadership Style	1	0.613	0.204	Valid
	2	0.562	0.204	Valid
	3	0.501	0.204	Valid
	4	0.553	0.204	Valid
	5	0.565	0.204	Valid
	6	0.496	0.204	Valid
	7	0.508	0.204	Valid

	8	0.640	0.204	<i>Valid</i>
	9	0.494	0.204	<i>Valid</i>
	10	0.545	0.204	<i>Valid</i>

Source: SPSS Data Management Results

Based on Table 4.6, it can be seen that the calculated r value for all statement items of the leadership style variable is greater than the table r value (0.204), so all statement items are declared valid.

Table 4.7.

Results of the Validity Test of Variable Z

Variables	Question Items	Correlation r count	Correlation r table	Conclusion
Work Discipline	1	0.542	0.204	<i>Valid</i>
	2	0.515	0.204	<i>Valid</i>
	3	0.509	0.204	<i>Valid</i>
	4	0.560	0.204	<i>Valid</i>
	5	0.675	0.204	<i>Valid</i>
	6	0.615	0.204	<i>Valid</i>
	7	0.539	0.204	<i>Valid</i>
	8	0.655	0.204	<i>Valid</i>
	9	0.722	0.204	<i>Valid</i>
	10	0.614	0.204	<i>Valid</i>

Source: SPSS Data Management Results

Based on Table 4.7, it can be seen that the calculated r value for all statement items of the work discipline variable is greater than the table r value (0.204), so all statement items are declared valid.

Table 4.8.

Results of the Validity Test of Variable Y

Variables	Question Items	Correlation r count	Correlation r table	Conclusion
Performance	1	0.636	0.204	<i>Valid</i>
	2	0.523	0.204	<i>Valid</i>
	3	0.633	0.204	<i>Valid</i>
	4	0.693	0.204	<i>Valid</i>
	5	0.612	0.204	<i>Valid</i>
	6	0.630	0.204	<i>Valid</i>
	7	0.684	0.204	<i>Valid</i>
	8	0.650	0.204	<i>Valid</i>
	9	0.690	0.204	<i>Valid</i>
	10	0.597	0.204	<i>Valid</i>

Source: SPSS Data Management Results

Based on Table 4.8, it can be seen that the calculated r value for all statement items of employee performance variables is greater than the table r value (0.204), so all statement items are declared valid.

2. Reliability Test

This test aims to ensure that the questions or statements in the questionnaire are structured consistently. A variable is considered to have good reliability if the *Cronbach's Alpha* value obtained is > 0.60 .

Table 4.9

Reliability Test Results

No	Variables	Cronbach's Alpha	Information
1	Competence	0.750	<i>Reliable</i>
2	Autocratic Leadership Style	0.741	<i>Reliable</i>
3	Work Discipline	0.798	<i>Reliable</i>
4	Performance	0.835	<i>Reliable</i>

Source: SPSS Data Management Results

The table above demonstrates that all indicators are suitable for use in this research. The *Cronbach's alpha coefficient* is greater than 0.60, indicating that the research variables—competence, authoritarian leadership style, discipline, and employee performance—are *reliable*. Therefore, they are highly suitable for use as variables in this study.

1.1.4. Description of Research Variables

1. Distribution of Respondents' Answers to Competency Variable (x_1)

x_1 variable in this study was measured through 10 statements that presented the indicators contained in the competency variable (X_1) which were distributed to 93 respondents. The results of respondents' responses to the competency variable questionnaire are as follows:

Table 4.10.
Distribution of Respondents' Answers to Competency Variable (x_1)

No	Statements and Questions	T S	K S	CS	S	SS	TOTAL
		1	2	3	4	5	
1	I always try to maintain integrity and honesty in every task I carry out.	0	3	19	55	16	93
2	I can control my emotions and not be easily provoked when facing difficult situations at work.	0	1	15	56	21	93
3	I believe that I am capable of carrying out my duties well and achieving the goals that have been set.	0	1	18	56	18	93
4	I feel confident in my ability to face work challenges.	0	3	21	57	12	93
5	I know the procedures and operational standards that apply in the workplace well.	0	0	28	49	16	93
6	My knowledge, enables me to complete tasks efficiently & effectively.	0	0	33	53	7	93
7	I have the skills necessary to get the job done well.	0	2	20	57	14	93
8	The skills I have help me to work faster and with better quality.	0	1	3	51	11	93
9	I have high motivation to achieve the goals and work targets set.	0	0	29	52	12	93
10	My motivation in working comes from the desire to make the maximum contribution to the organization.	0	3	19	53	18	93
TOTAL		0	2 %	25 %	58 %	15 %	100 %

Source: Primary Data Processing Results 2025

Table 4.11.
Distribution of Respondents' Answers to the Autocratic Leadership Style Variable (x_2)

No	Statements and Questions	T S	K S	CS	S	SS	TOTAL
		1	2	3	4	5	
1	Important decisions are taken by the highest leadership in the organization.	0	2	25	49	17	93
2	I feel that decisions at work are often made by my immediate superior without discussion.	0	3	31	49	10	93
3	Centralization of authority in the workplace allows leaders to maintain greater control over the work.	0	3	33	45	12	93
4	I feel that centralization of authority can speed up the decision-making process.	0	2	23	53	15	93
5	I feel I can complete the work efficiently within the allotted time.	0	2	31	45	15	93
6	I was able to complete more tasks than expected in the same time.	0	2	29	50	12	93
7	I am always looking for ways to improve my work output to be more productive.	0	1	30	52	10	93
8	I feel that management provides sufficient support to achieve the organization's goals.	0	3	27	46	17	93

No	Statements and Questions	T S	K S	CS	S	SS	TOTAL
		1	2	3	4	5	
9	Human resource management by management is very good in improving employee performance.	0	2	26	51	14	93
10	Management plays an active role in resolving problems that arise in the workplace.	0	4	22	47	20	93
TOTAL		0	3 %	30 %	52 %	15 %	100 %

Source: Primary Data Processing Results 2025

Table 4.12.
Distribution of Respondents' Answers to the Work Discipline Variable (Z)

No	Statements and Questions	T S	K S	CS	S	SS	TOTAL
		1	2	3	4	5	
1	I always arrive on time to start work every day.	0	2	22	56	13	93
2	I am able to complete the task according to the specified time.	0	1	31	51	10	93
3	I follow the correct procedures in using office equipment.	0	1	33	45	14	93
4	I keep office equipment clean and well maintained after use.	0	3	22	49	19	93
5	I use office equipment carefully so as not to damage it.	0	4	27	49	13	93
6	I always feel responsible for completing the assigned tasks well.	0	3	24	56	10	93
7	I always check my work to make sure there are no mistakes.	0	3	32	52	6	93
8	I do not shift my responsibility to others if there is a problem at work.	0	2	23	51	17	93
9	I always obey the applicable office rules without exception.	0	3	23	45	22	93
10	I respect all the rules implemented by the organization to create an orderly work environment.	0	5	21	48	19	93
TOTAL		0	3 %	28 %	54 %	15 %	100 %

Source: Primary Data Processing Results 2025

Table 4.12.
Distribution of Respondents' Answers to Employee Performance Variable (Y)

No	Statements and Questions	T S	K S	CS	S	S S	TOTAL
		1	2	3	4	5	
1	I am able to complete the task according to the specified amount within the specified time.	0	1	22	67	3	93
2	The work I produce always meets the quantity targets set by my superiors.	0	2	27	61	3	93
3	I pay attention to detail in every job I do to ensure satisfactory results.	0	1	22	63	7	93
4	I am committed to providing the best in terms of quality of work.	0	1	18	66	8	93
5	I try to always avoid delays in completing assignments.	0	0	20	62	11	93

No	Statements and Questions	T	K	CS	S	S	TOTAL
		S	S			S	
		1	2	3	4	5	
6	I always complete my assignments on time according to the predetermined schedule.	0	0	22	60	11	93
7	I always arrive on time at work according to the specified hours.	0	1	24	59	9	93
8	I am rarely absent without a good reason.	0	1	28	57	7	93
9	I always try to cooperate with my colleagues in completing tasks.	0	1	21	66	5	93
10	I am willing to help colleagues who need help with their work.	0	1	18	68	6	93
TOTAL		0	1%	24%	68%	7%	100%

Source: Primary Data Processing Results 2025

From the overall distribution of respondents' answers to the questionnaire distributed for all variables starting from variable X, namely competence and autocratic leadership style, variable Z work discipline and variable Y employee performance, almost all above 50% answered "Agree" which means the majority of respondents have a positive perception of each variable studied. This means that most employees acknowledge that the competence and autocratic leadership style applied are quite appropriate, they also feel that there is a good level of work discipline, and assess that employee performance is running quite optimally. This dominant "Agree" answer indicates that respondents tend to agree that the elements in the three variables have been running or felt in their daily lives in the work environment.

Although approximately 3% expressed disagreement, this indicates that a small portion of employees still feel they don't fully understand or agree with certain aspects of the variables studied. This means that while the overall response is quite positive, there is still room for improvement. This minority opinion could be a signal for management to further investigate areas that may not be functioning optimally or whose benefits are not being felt equally by all employees.

1.1.5. Data analysis

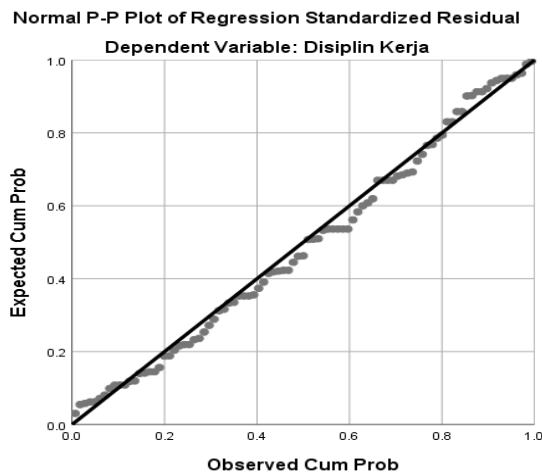
1. Classical Assumption Test

The data analysis used in this study employed the classical assumption test. This test is useful for determining whether a regression model is feasible. The classical assumption test includes the normality test, the multicollinearity test, and the heteroscedasticity test.

a. Normality Test

To determine whether data in a regression model is normally distributed, two methods are typically used: the *P-Plot test* and the *Kolmogorov-Smirnov (KS) test*. In the *P-Plot test*, we examine the distribution pattern of data points in a graph. If the points follow or approach the diagonal line (the normal line), then we can conclude that the data is normally distributed. Conversely, if the points deviate significantly from this line, the distribution is likely non-normal. Meanwhile, the *Kolmogorov-Smirnov test* yields results in the form of a significance value (p-value). If this value is greater than 0.05, the residual data is considered to follow a normal distribution. The results of the normality test on this data are shown below:

Figure 4.1. Results of the P-Plot Normality Test for Equation 1



Source: SPSS 2025 Primary Data Processing Results

From Figure 4.2, the results of the *P-Plot normality test* show that the data distribution follows a normal line. This means that the research data for this regression model is normally distributed. Another normality test is based on the *Kolmogorov-Smirnov test*, which yields a significance value (p-value). The value must be greater than 0.05. Here are the test results:

Table 4.13.

Normality Test Results for Equation 1

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		93
Normal Parameters a,b	Mean	.0000000
	Std. Deviation	1.56064489
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.054
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

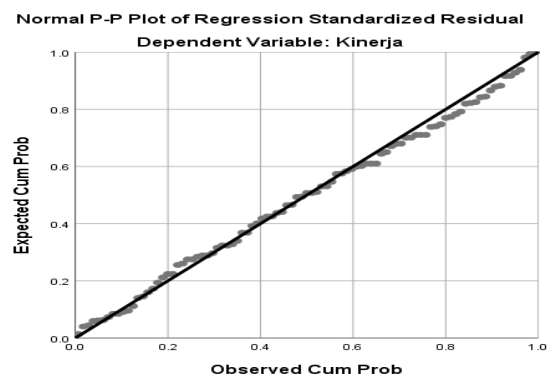
Sumber: Hasil Olah Data Primer SPSS 2025

From table 4.13, it is known that the *asymp.sig (2-tailed)* p-value is greater than 0.05, namely $0.200 > 0.05$. In the table, the value of *Asymp Sig.*

(2-tailed) is used to compare with the fixed value ($\alpha = 0.05$). From the *Asymp, Sig. (2-tailed)* value of 0.200, it can be concluded that the data used in this regression research is normally distributed. Therefore, this data can be tested further. The results of the Normality Test for Equation 2 are as follows:

Figure 4.2.

P-Plot Normality Test for Equation 2



Source: SPSS 2025 Primary Data Processing Results

From Figure 4.2, the results of the *P-Plot normality test* show that the data distribution follows a normal line. This means that the research data for this regression model is normally distributed.

Table 4.14.

Normality Test Results for Equation 2

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		93
Normal Parameters a,b	Mean	.0000000
	Standard Deviation	1.18819986
Most Extreme Differences	Absolute	.050
	Positive	.050
	Negative	-.037
Test Statistics		.050
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber: Hasil Olah Data Primer SPSS 2025

From table 4.14, it is known that the *asympt.sig* (2-tailed) *p*-value is greater than 0.05, namely $0.200 > 0.05$. In the table, the value of *Asymp Sig. (2-tailed)* is used to compare with the fixed value ($\alpha = 0.05$). From the *Asymp, Sig. (2-tailed)* value of 0.200, it can be concluded that the data used in this regression research is normally distributed. Therefore, this data can be tested further.

b. Multicollinearity Test

A good regression model is characterized by the absence of correlation between the independent variables (Imam Ghazali, 2016). Multicollinearity in regression can be seen from the Variance Inflation Factor (VIF) and tolerance values. If the VIF is <10 and the *tolerance value* is >0.1 , the regression model is good and there is no multicollinearity.

Table 4.15.

Multicollinearity Test Results for Equation 1

Variables	Tolerance	VIF	Information
Competence	0.293	3,418	No Multicollinearity Occurs
Autocratic Leadership Style	0.293	3,418	No Multicollinearity Occurs

Source: SPSS 2025 Primary Data Processing Results

From table 4.15 above, it can be seen that the *tolerance value* of the competency and autocratic leadership style variables is 0.293, which is greater than 0.10, and the VIF value of the competency and autocratic leadership style variables is 3.418, which is less than 10. This means that the regression model equation 1 does not experience multicollinearity.

Table 4.16.

Multicollinearity Test Results for Equation 2

Variables	Tolerance	VIF	Information
Competence	0.175	5,720	No Multicollinearity Occurs
Autocratic Leadership Style	0.212	4,707	No Multicollinearity Occurs
Work Discipline	0.134	7,488	No Multicollinearity Occurs

Source: SPSS 2025 Primary Data Processing Results

From table 4.16. above, it can be seen that the *tolerance value* of the competency variable is 0.175 which is greater than 0.10 and the VIF value of the competency variable is 5.720 which is less than 10. For the autocratic leadership style variable, the *tolerance value* is 0.212 which is greater than 0.10 and the VIF value is 4.707 which is less than 10, and for the work discipline variable, the *tolerance value* is 0.134 which is greater than 0.10 and the VIF value is 7.488 which is less than 10. This shows that the three variables of this study have a *tolerance value* greater than 0.1 and a VIF value less than 10 which means that the regression model of equation 2 does not experience multicollinearity.

c. Autocorrelation Test

An autocorrelation test in a linear regression model must be performed if the data is time series. Autocorrelation essentially means that a value in a particular sample or observation is significantly influenced by the value of the previous observation. The following are the results of the autocorrelation test in this study:

Table 4.17.

Autocorrelation Test Results for Equation 1

Model Summary ^b	
Model	Durbin-Watson
1	2.008 ^a

- a. Predictors: (Constant), Autocratic Leadership Style, Competence
b. Dependent Variable: Work Discipline

Source: SPSS 2025 Primary Data Processing Results

Durbin Watson Auto-correlation test results:
 $n = 93$, $d = 2,008$ (Durbin Watson)
 $dU = 1.7066$ (based on Durbin Watson table)
A good regression model is one that does not experience autocorrelation, with the results having to meet the criteria of $dU < d < 4-dU$, namely $1.7066 < 2.008 < 2.2934$. which means that there is no autocorrelation in equation 1. Therefore, the multiple linear regression analysis can be continued.

Table 4.18.

Autocorrelation Test Results for Equation 2

Model Summary ^b	
Model	Durbin-Watson
1	2,031
a.	Predictors: (Constant), Work Discipline, Autocratic Leadership Style, Competence
b.	Dependent Variable: Work Discipline

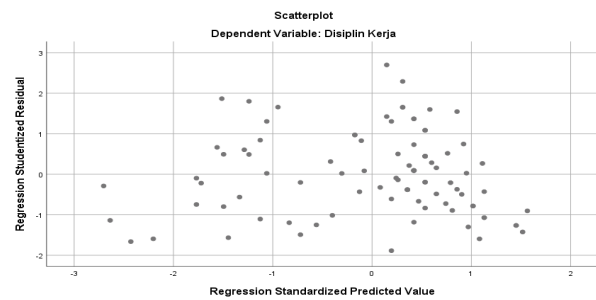
Source: SPSS 2025 Primary Data Processing Results

Durbin Watson Auto-correlation test results: $dU = 1.7295$. A good regression model is one that does not experience autocorrelation, with the results having to meet the criteria of $dU < d < 4-dU$, namely $1.7295 < 2.031 < 2.2705$. which means that there is no autocorrelation in equation 2. Therefore, the multiple linear regression analysis can be continued.

d. Heteroscedasticity Test

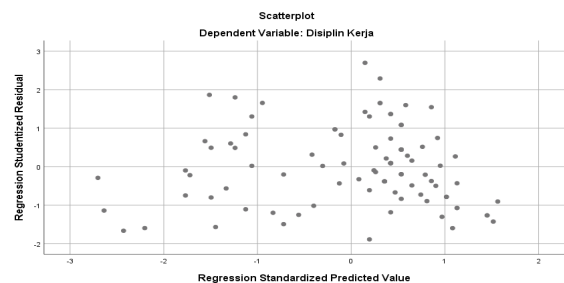
Heteroscedasticity is used to test whether in a regression model, there is inequality in the variance of the residuals from one observation while the others remain constant, then it is called homoscedasticity, and if the variances are different it is called heteroscedasticity. The following are the results of the heteroscedasticity test with Scatterplot.

Figure 4.3.
Heteroscedasticity Test Results for Equation 1



Source: SPSS 2025 Primary Data Processing Results

Figure 4.4.
Heteroscedasticity Test Results for Equation 2



Source: SPSS 2025 Primary Data Processing Results

In Figures 4.3 and 4.4, the *scatterplot graphs* for equations 1 and 2 show that the results of the scatterplot graph show the largest data randomly and do not form a particular pattern. The data is spread both above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity. Because the analysis requirements for multiple linear regression tests have been met, namely the normality test, multicollinearity test, autocorrelation test, and heteroscedasticity, the research can be continued.

2. Hypothesis Testing

a. Coefficient of Determination Test (R^2)

The coefficient of determination test is used to determine the extent of influence of the independent variable on the dependent variable. The coefficient of determination ranges from 0 (zero) to 1 (one), with $0 < R^2$. The coefficient of determination values in this study can be seen in Table 4.19 below:

Table 4.19.
Results of the Test of the Coefficient of Determination R² Equation 1

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.931 ^a	0.866	0.863	1.57789
a. Predictors: (Constant), Autocratic Leadership Style, Competence				
b. Dependent Variable: Work Discipline				

Source: SPSS 2025 Primary Data Processing Results

From table 4.19, it can be seen in the *Model Summary* table that the *Adjusted R Square* value is 0.863 or 86.3% and the remainder is 0.137 or 13.7%. This means that the independent variables, namely competence and autocratic leadership style, can contribute an influence of 86.3% on the work discipline variable, while the remaining 13.7% is influenced by other variables not included in this study.

Table 4.20.
Results of the Test of the Coefficient of Determination R² Equation 2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.943 ^a	.890	.886	1.20806
a. Predictors: (Constant), Work Discipline, Autocratic Leadership Style, Competence				
b. Dependent Variable: Work Discipline				

Source: SPSS 2025 Primary Data Processing Results

From table 4.20, it can be seen in the *Model Summary* table that the *Adjusted R Square* value is 0.886 or 88.6% and the remainder is 0.114 or 11.4%. This means that the independent variables, namely competence, autocratic leadership style, and work discipline, can contribute an influence of 88.6% on

employee performance variables, while the remaining 11.4% is influenced by other variables not included in this study.

b. Multiple linear regression test

This test was used to determine the extent of the influence between the variables of competence, autocratic leadership style, and work discipline. Using SPSS software, the results are as follows:

Table 4.21.
Multiple Linear Regression Test Results Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.669	1.747		-2.100	.039
Competence	.639	.082	.554	7.785	.000
Autocratic Leadership Style	.450	.077	.415	5.826	.000

Source: SPSS 2025 Primary Data Processing Results

From the table above, the results of the regression equation are as follows:

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Z = -3.669 + 0.639X_1 + 0.450X_2 + e$$

Based on the results of the linear regression test of equation 1 above, it can be interpreted as follows:

The constant value is -3.669, meaning that if the competency (X₁) and autocratic leadership style (X₂) values are equal to zero, then the work discipline (Z) value is estimated to be -3.669. A negative constant does not mean that the final result (Z) will always be negative. This value is only relevant if all independent variables (X₁ and X₂) are zero. This is because in reality, conditions such as X₁ = 0 and X₂ = 0 are very rare (or even impossible). This is because it is impossible for someone in the workplace to have absolutely no competency or

leadership style at all. A negative value only indicates that without competency and without leadership, work discipline is predicted to be low (and can even be negative).

Coefficient X1 (Competence) = 0.639 . This means that every 1 unit increase in competence will increase work discipline by 0.639 points, assuming other variables remain constant. This indicates that competence has a positive influence on work discipline. The higher the competence, the better the work discipline. Coefficient X2 (Autocratic Leadership Style) = 0.450 . This means that every 1 unit increase in autocratic leadership style will increase work discipline by 0.450 points, assuming other variables remain constant. Therefore, autocratic leadership style in this context also has a positive effect on work discipline.

Table 4.22.

**Multiple Linear Regression Test Results
Equation 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.101	1,370		3,723	.000
Competence	.196	.081	.203	2,411	.018
Autocratic Leadership Style	.223	.069	.245	3,211	.002
Work Discipline	.446	.081	.531	5,520	.000

a. Dependent Variable: Performance

Source: SPSS 2025 Primary Data Processing Results

This regression model aims to determine the influence of competence, autocratic leadership style, and work discipline on employee performance. The regression equation is as follows: Performance (Y) = 5.101 + 0.196X1 + 0.223X2 + 0.446Z + e

Constant = 5.101, meaning, if the competency, leadership style, and work discipline values are zero, then the employee performance value is estimated to be 5.101.

Competence (B=0.196, Sig.=0.018). This means that every 1 unit increase in competency will increase performance by 0.196 points, assuming other variables remain constant. The Sig.=0.018<0.05 value means that competency has a significant effect on performance. Autocratic Leadership Style (B= 0.223, Sig.= 0.002). This means that a 1 unit increase in autocratic leadership style will increase performance by 0.223 points. The significance value is 0.002 <0.05, meaning that autocratic leadership style has a significant effect on performance.

Work Discipline (B = 0.446, Sig. = 0.000). This variable has the greatest influence on performance. Every 1-point increase in work discipline will increase performance by 0.446 points. Sig. = 0.000, meaning the influence of work discipline is very significant.

c. F Test (Simultaneous)

The F test aims to see whether the influence of independent variables simultaneously (simultaneously) on the dependent variable is significant. The F test is carried out by comparing the calculated F with the F table . If the calculated F value is greater than the F table , there is a simultaneous influence between the independent variable and the dependent variable. With a significance value used of 0.05, if the probability is <0.05, there is a simultaneous influence between the independent variable and the dependent variable, and vice versa. The following is a table of simultaneous test results (F test):

Table 4.23.

F Test Results for Equation 1

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1453,816	2	726,908	291,962	.000 ^b
Residual	224,076	90	2,490		

Total	1677,892	92			
a. Dependent Variable: Work Discipline					
b. Predictors: (Constant), Autocratic Leadership Style, Competence					

Source: Primary Data Processing Results 2025

From table 4.23, it can be seen that the calculated F value is 291.962 and the significance value is 0.000. The calculated F value is greater than the table F value of 2.706 and the probability value is less than 0.05. There is a significant influence on the variables of competence and autocratic leadership style on work discipline simultaneously. In other words, together or simultaneously, competence and autocratic leadership style significantly influence the work discipline of employees at Cileungsi Bogor Regional Hospital.

Table 4.24.

F Test Results for Equation 2

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1051,360	3	350,453	240,134	.000 ^b
Residual	129,887	89	1,459		
Total	1181,247	92			
a. Dependent Variable: Performance					
b. Predictors: (Constant), Work Discipline, Autocratic Leadership Style, Competence					

Source: Primary Data Processing Results 2025

From table 4.24, it can be seen that the calculated F value is 240.134 and the significance value is 0.000. The calculated F value is greater than the F table of 2.474 and the probability value is less than 0.05. There is a significant influence on the variables of competence, autocratic leadership style and work discipline on performance simultaneously. In other words, together or simultaneously, competence, autocratic leadership style and work discipline significantly affect employee performance at Cileungsi Bogor Regional Hospital.

d. Significance Test (T)

The T-test is conducted to determine the effect of each variable individually on a dependent variable. This test is performed by comparing the calculated t-value with the table t-value and observing the probability value. If the calculated t-value is greater than the table t-value and the significance value is <0.05 , it means there is an influence of the independent variable on the dependent variable individually. The following table shows the results of the T-value significance test processed with SPSS:

Table 4.25.

Test Results Equation 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-3,669	1,747		-2,100	.039
	Competence	.639	.082	.554	7,785	.000
	Autocratic Leadership Style	.450	.077	.415	5,826	.000
a. Dependent Variable: Work Discipline						

Source: Primary Data Processing Results 2025

In table 4.25, the t-test results can be seen that both probability values Sig. < 0.05 and t_{count} for the competency variable $7.785 > t_{\text{table}} 1.987$ which means H1 is accepted and t_{count} for the autocratic leadership style variable $5.826 > t_{\text{table}} 1.987$ which means H2 is accepted. So it can be concluded that H1 and H2 are accepted which means that competency and autocratic leadership style have a significant effect on work discipline.

Table 4.26.
F Test Results for Equation 2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	5.101	1.370		3.723	.000
Competence	.196	.081	.203	2.411	.018
Autocratic Leadership Style	.223	.069	.245	3.211	.002
Work Discipline	.446	.081	.531	5.520	.000

a. Dependent Variable: Performance

Source: Primary Data Processing Results 2025

In table 4.26. the results of the t-test can be seen both probability values $\text{Sig.} < 0.05$ and $t_{\text{count}} > t_{\text{table}}$ for the competency variable $2.411 > t_{\text{table}} 1.987$ which means H_3 is accepted. For the autocratic leadership style variable the t_{count} value is $3.211 > t_{\text{table}} 1.987$ which means H_4 is accepted. The t_{count} value for the work discipline variable is $5.520 > t_{\text{table}} 1.987$, which means H_5 is also accepted. So it can be concluded that H_3 , H_4 , H_5 are accepted which means that the competency variable, autocratic leadership style and work discipline have a significant effect on performance.

e. Path Analysis

Path analysis was used to determine whether there was an indirect influence from the independent variables (competence and autocratic leadership style) on the dependent variable (employee performance) through the intervening variable (work discipline). As is known, there are two equations in this data analysis:

Discipline (Z) = $a + b_1X_1 + b_2X_2 + e_1$ and

Performance (Y) = $a + b_1X_1 + b_2X_2 + Z + e_2$

The SPSS output results for path analysis are taken from the *Standardized Coefficients Beta* of competence in equation (1) of 0.554 with a significance of 0.000 and for autocratic leadership style of 0.415 with a significance of 0.000, which means that competence and autocratic leadership style influence work discipline.

Table 4.28.
Equation Path Test Results 2

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	R ²
	B	Std. Error			
(Constant)	-3.669	1.747		.000	0.886
Competence	.196	.081	.203	.018	
Autocratic Leadership Style	.223	.069	.245	.002	
Work Discipline	.446	.081	.531	.000	

Source: SPSS 2025 Primary Data Processing Results

In the SPSS output of regression equation (2), the *Standardized Coefficients Beta* value for competence is 0.203 with a significance of 0.018, autocratic leadership style is 0.245 with a significance of 0.002 and work discipline is 0.531 with a significance of 0.000. So, competence, autocratic leadership style and work discipline affect employee performance. The value of e_2 in regression equation 2 is calculated using the following formula: $e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0.886} = 0.338$.

Sobel test

To test the mediation hypothesis, the Sobel test can be used. The Sobel test is conducted to test the strength of the indirect influence of variables X and Y through variable Z. The Sobel test can be performed by comparing the calculated t and the t_{table} . If the calculated $t > t_{\text{table}}$, then a mediation effect occurs.

The following are the mediations that will be tested:

1) The influence of human resource competence (X1) on employee performance (Y) through work discipline as a mediating variable (Z).

Known: $a = 0.639$; $sa = 0.082$; $b = 0.446$; $sb = 0.081$

$$\text{Saturday} = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}$$

Saturday

=

$$\sqrt{(0.446)^2(0.082)^2 + (0.639)^2(0.081)^2 + (0.082)^2(0.081)^2}$$

Saturday

=

$$\sqrt{(0.1989)(0.0067) + (0.4083)(0.0066) + (0.082)(0.0066)}$$

Saturday

=

$$\sqrt{(0.00133263) + (0.00269478) + (0.0005412)}$$

$$\text{Saturday} = \sqrt{0.00456861}$$

$$\text{Sat} = 0.06759$$

Based on the Sab results to test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient using the following formula:

$$t = \frac{ab}{sab}$$

$$t = \frac{(0.639)(0.446)}{0.06759}$$

$$t = \frac{0.284994}{0.06759}$$

$$t = 4.2165$$

The calculation results above obtained a calculated t value of $4.2165 > t$ table 1.987, namely with a significance level of 0.05. Therefore, it can be concluded that H6 is accepted. This means that human resource competence (X1) influences performance (Y) through work discipline (Z). Therefore, it can be concluded that there is an indirect influence in the form of mediation between human resource competence and performance (Y).

2) The influence of autocratic leadership style (X2) on employee performance (Y) through work discipline as a mediating variable (Z).

Known: $a = 0.450$; $sa = 0.077$; $b = 0.446$; $sb = 0.081$

$$\text{Saturday} = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}$$

Saturday

=

$$\sqrt{(0.446)^2(0.077)^2 + (0.450)^2(0.081)^2 + (0.077)^2(0.081)^2}$$

Saturday

=

$$\sqrt{(0.1989)(0.005929) + (0.2025)(0.0066) + (0.005929)(0.0066)}$$

Saturday

=

$$\sqrt{(0.0011793) + (0.0013365) + (0.00003913)}$$

$$\text{Saturday} = \sqrt{0.00255493}$$

$$\text{Sat} = 0.050546$$

Based on the Sab results to test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient using the following formula:

$$t = \frac{ab}{sab}$$

$$t = \frac{(0.450)(0.446)}{0.050546}$$

$$t = \frac{0.2007}{0.050546}$$

$$t = 3.97064$$

The calculation results above obtained a calculated t value of $3.97064 > t$ table 1.987, namely with a significance level of 0.05. Therefore, it can be concluded that H7 is accepted. This means that autocratic leadership style (X2) influences performance (Y) through work discipline (Z). Therefore, it can be concluded that there is an indirect influence in the form of mediation between human resource competency and performance (Y).

4.2 Discussion

H1: There is an influence of competence on the work discipline of Cileungsi Regional Hospital employees.

The statistical test results show that competence significantly influences the work discipline of Cileungsi Regional Hospital employees. The t-statistic value of 7.785 is greater than the t-table of 1.987, and the p-value of 0.000 is less than 0.05, so H1 is accepted. This means that employees with high competence tend to be more disciplined in carrying out their duties. Competence includes knowledge, skills, and work attitudes that support standard performance.

This finding aligns with research by Destipa et al. (2020) and Syamsidar et al. (2021), which found that competence positively impacts work discipline. However, Mega and Febsri (2019) found a different finding, stating that competence had no significant effect on discipline, as their study found other factors, such as organizational culture and reward systems, were more dominant.

Overall, these findings underscore the importance of competence as a key factor in building work discipline. Therefore, it is recommended that the management of Cileungsi Regional Hospital continue to encourage employee competency improvement through ongoing training, fair performance evaluations, and the provision of resources to support professional development. These efforts are expected to foster a disciplined, productive, and service-oriented work culture.

H2: There is an influence of autocratic leadership style on the work discipline of Cileungsi Regional Hospital employees.

Based on the statistical test results, the autocratic leadership style variable showed a *t-statistic value* of 5.826 with a *significance value* of 0.000. Because the *t-statistic value* is greater than 1.987 and the *p-value* is less than 0.05, the second hypothesis (H2) is accepted. This means that the autocratic leadership style has a significant effect on the work discipline of Cileungsi Regional Hospital employees.

These findings indicate that a leadership model that emphasizes firm rules and strict supervision can encourage higher levels of employee compliance. In a hospital context, where order and punctuality are crucial, this leadership style tends to create a more organized and disciplined work environment. This research aligns with the findings of Moh. Afandi (2020) and Fauzan M (2017), who stated that autocratic leadership has a positive influence on discipline due to the presence of a clear work structure and strict control system.

However, not all research results show the same results. Edi Setiawan and Mardalis

(2014) found that an autocratic leadership style had no significant effect on work discipline. This can occur when this leadership style is applied excessively, causing stress and discomfort at work, which in turn reduces employee motivation and discipline.

Thus, the implementation of an autocratic leadership style still needs to be adapted to the organization's conditions and employee characteristics. While strict supervision can improve discipline, it must be accompanied by a humane approach to avoid creating resistance or work stress.

H3: There is an influence of competence on the performance of Cileungsi Regional Hospital employees.

Based on the test results, the competency variable has a *t-statistic value* of 2.411 and a *significance value* of 0.000. Because the *t-statistic value* is greater than 1.987 and the *p-value* is less than 0.05, the third hypothesis (H3) is declared accepted. This means that competency significantly influences employee performance at Cileungsi Regional Hospital, Bogor Regency.

These results indicate that employees with good competencies, both in terms of knowledge, skills, and work attitudes, tend to be able to complete tasks more effectively and efficiently. Competent employees are better prepared to face challenges, understand their responsibilities, and produce higher-quality work output.

This research is supported by findings from Abdul Azis (2020) and Agus Riyanto (2021), who stated that competence has a positive and significant influence on employee performance. According to them, increased competence can boost work productivity because employees become more confident and skilled in carrying out their duties. However, other research findings differ. Augustine Parresh (2022) and Fitry (2020) found that competence had no significant effect on performance. In their research, other factors such as motivation, work environment, or leadership style were

more dominant in influencing employee performance.

Therefore, improving employee competency needs to be a primary focus for management. With strong competencies, employees will be better prepared for their tasks, able to work effectively, and make maximum contributions to organizational performance. Cileungsi Regional Hospital is expected to encourage competency improvement through ongoing training, technical workshops relevant to their field of work, direct guidance from superiors, and regular and objective performance evaluations.

H4: There is an influence of autocratic leadership style on the performance of Cileungsi Regional Hospital employees.

Based on the statistical test results, it is known that the autocratic leadership style variable has a t-statistic value of 3.211 and a significance value of 0.000. Because the t-statistic value is greater than 1.987 and the p-value is less than 0.05, the fourth hypothesis (H4) is declared accepted. This means that the autocratic leadership style has a significant effect on employee performance at Cileungsi Regional Hospital, Bogor Regency.

These findings suggest that autocratic leadership, which tends to be firm, structured, and prioritizes full control from superiors, can drive improved performance. In work environments like hospitals that require speed, precision, and adherence to procedures, this leadership style can create order and encourage employees to be more focused and productive.

This research aligns with the results of studies by Abdullah Rasjid (2021) and Ariyanto (2024), which stated that an autocratic leadership style has a positive impact on performance. They explained that a firm and direct leadership style allows employees to clearly understand their responsibilities, allowing work to be completed more effectively. However, not all studies reach the same conclusion. Darmadi (2022) and Efhendy, H, et al. (2021) found that an autocratic leadership

style had no significant impact on performance. Under certain conditions, this style is considered too oppressive and creates discomfort at work, which can reduce employee enthusiasm and initiative.

Thus, the implementation of an autocratic leadership style must be done wisely and proportionally. Firmness and structure remain crucial, especially in work situations that demand high levels of compliance, such as in hospitals.

H5: There is an influence of work discipline on the performance of Cileungsi Regional Hospital employees.

Based on the test results, the work discipline variable has a t-statistic value of 5.520 with a significance value of 0.000. Because the t-statistic value is greater than 1.987 and the p-value is less than 0.05, the fifth hypothesis (H5) is accepted. This means that work discipline has a significant effect on the performance of employees at Cileungsi Regional Hospital, Bogor Regency.

These results indicate that employees with high levels of discipline tend to perform better. Work discipline reflects responsibility and commitment to carrying out tasks, such as arriving on time, adhering to regulations, and completing work on time. In the workplace, particularly in the healthcare sector, discipline is a crucial foundation for maintaining quality service to the public.

This finding aligns with research by Suwandi (2023) and Bayu Pamungkas (2024), which states that work discipline has a positive and significant impact on performance. Disciplined employees are typically more focused, consistent, and less prone to negligence, enabling them to complete tasks efficiently and on time. However, Maurits W (2023) and Arif Affandi (2021) found different results, concluding that work discipline does not significantly impact performance. In their research, they noted that other factors, such as leadership, motivation, and work culture, are

more dominant in influencing employee performance.

Thus, management still needs to position discipline as part of a comprehensive system. Discipline instilled through habits, coaching, and role models will encourage optimal and sustainable employee performance.

H6: There is an influence of competence on the performance of Cileungsi Regional Hospital employees through work discipline as a mediating variable.

Based on the test results, it is known that the competency variable has an indirect influence on employee performance with a *t*-statistic value of 4.216 and a significance value of 0.000. Because the *t*-statistic value is greater than 1.987 and the *p*-value is smaller than 0.05, the sixth hypothesis (H6) is declared accepted. This means that competency influences employee performance indirectly through the mediating role of work discipline at Cileungsi Regional Hospital. These results indicate that competency alone is not enough to directly improve performance, but high competency tends to encourage employees to be more disciplined, and this discipline ultimately contributes greatly to their performance.

This finding is reinforced by research by Zaqiyah NA (2024), which explains that competence has a positive and significant impact on employee performance through improved work discipline. When employees are equipped with good skills and understanding of their work, they are more likely to practice discipline at work, which ultimately improves overall performance.

Thus, it is important for Cileungsi Regional Hospital to not only focus on improving the technical and non-technical competencies of employees, but also ensure that these improvements are in line with the formation of a disciplined attitude, because good competence and strong discipline will create optimal and sustainable performance in health services.

H7: There is an influence of autocratic leadership style on the performance of Cileungsi Regional Hospital employees through work discipline as a mediating variable.

Based on the test results, it is known that the autocratic leadership style variable has an indirect influence on employee performance with a *t*-statistic value of 3.971 and a significance value of 0.000. Because the *t*-statistic value is greater than 1.987 and the *p*-value is smaller than 0.05, the seventh hypothesis (H7) is accepted. This shows that the autocratic leadership style not only has a direct influence, but also has an indirect influence on employee performance through the mediation of work discipline.

These results illustrate that a firm, structured, and control-focused leadership style can foster work discipline. Employees working under autocratic leadership tend to follow rules and directions more strictly, thereby improving their discipline. This discipline, in turn, positively impacts performance.

These findings align with research by Arniah AS (2022) and Lailiyatul M (2022), which states that an autocratic leadership style significantly influences performance through work discipline. Leaders who provide clear direction, directly control work processes, and consistently enforce rules can foster more disciplined and focused work patterns among employees. Meanwhile, Wisnu S (2017) revealed that an autocratic leadership style does not always have a positive impact. In some situations, overly strict supervision can actually create tension, discomfort, and lower employee morale, ultimately hindering performance.

Thus, an autocratic leadership style can be effective if applied wisely and tailored to the organization's needs and employee characteristics. When applied in a balanced and firm manner while still allowing for communication, autocratic leadership can foster strong work discipline and positively impact employee performance.

4.3 Managerial Implications

Based on the results of research on the influence of competence and autocratic leadership style on the performance of Cileungsi Regional Hospital employees through work discipline as a mediating variable, there are several managerial implications that can be applied by hospital management:

1. Management needs to actively provide training and competency development for employees. High levels of competency have been proven to not only directly improve performance but also improve employee work discipline.
2. The implementation of an autocratic leadership style must be done proportionally. Leaders must be able to adapt their leadership style to the situation and employee characteristics.
3. Work discipline has been proven to be a crucial mediating variable in improving employee performance. Management needs to strengthen its monitoring system, reward and punishment systems, and ensure consistent implementation of work rules and procedures. Fair and transparent disciplinary enforcement will create a conducive and productive work environment.
4. Management needs to periodically evaluate employee performance, including aspects of competence, leadership, and work discipline. Structured monitoring will help identify problems early.

Conclusion

This study concludes that competence significantly influences work discipline among employees at Cileungsi Regional Hospital. Employees who possess higher competence tend to demonstrate better discipline in carrying out their duties. Additionally, an autocratic leadership style has a significant impact on work discipline; firm and structured leadership encourages employees to comply more strictly with organizational regulations. Competence also directly affects employee

performance, enabling employees to complete tasks with higher quality and quantity. Similarly, the autocratic leadership style influences performance, particularly in achieving targets and improving work efficiency.

Work discipline itself positively impacts employee performance, as disciplined employees are more consistent in meeting goals and maintaining service quality. Furthermore, work discipline serves as a mediating factor between competence and employee performance, indicating that competence leads to better performance when accompanied by strong discipline. It also mediates the relationship between autocratic leadership style and performance, showing that effective leadership fosters discipline, which in turn enhances performance.

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