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THE INFLUENCE OF LEADERSHIP, WORK DISCIPLINE AND THE PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF PLANTATIONS AND LIVESTOCK OF NORTH SUMATRA PROVINCE

Raja Mangasa Siregar [1]*, Ananda Fitriani Dewi [2]
[1,2] Faculty of Economic and Business, Management Study Program / Universitas Potensi Utama, Medan, Indonesia
E-mail: rajamangasa1@gmail.com[1]*, ananda.fitriani.dewi90@gmail.com[2]

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Abstract

The purpose of this study is to determine the effect of leadership, work discipline, and physical work environment on the performance of employees of the Plantation and Livestock Service of North Sumatra Province. This type of research uses associative research and the research method used in this study is a quantitative method. The population in this study were 30 employees at the Plantation and Livestock Service of North Sumatra Province. In this study, the sampling technique used a saturated sample technique, which used all members of the population. So that a sample of 30 respondents was obtained. The results of the study indicate that leadership does not have a significant effect on employee performance. Work discipline has a significant effect on employee performance, while the physical work environment has a significant effect on employee performance. The Adjusted Square value of 0,855 can be called the coefficient of determination, this means that 0,855 (85,5%) of employee performance can be obtained and explained by leadership, work discipline, and the physical work environment, while the remaining 14,5% is explained by variables outside the model studied.

Keywords: Leadership, Work Discipline, Physical Work Environment, Employee Performance

INTRODUCTION

Human resources—including staff—are a vital factor within any organization or business. Employees exert a significant influence on a company's success; they play an active role in establishing plans, systems, processes, and objectives, while also leveraging the company's technological capabilities. For an organization to effectively carry out its operations and achieve its desired goals, sound management—particularly regarding human resources—is essential, as people represent the primary form of capital. As a core asset, employees must be managed in a way that sustains their productivity. Every organization and company strives to enhance the performance of its workforce, with the aim of successfully meeting its organizational objectives. Strong employee performance, in turn, yields positive outcomes for the company and generates profit. According to Dewi & Atikah (2025), employee performance refers to the work outcomes achieved by an individual in carrying out the tasks assigned to them to meet work targets. Meanwhile, Harsuko (2011) defines performance as the extent to which an individual has fulfilled their role in executing organizational strategy—whether by achieving specific objectives related to their individual position or by demonstrating competencies deemed relevant to the organization.

Achieving performance goals is a reflection of the hard work put in by all employees within an organization. Performance refers to the outcomes generated by the collective efforts of human resources, measured against established quality levels and standards. While high performance is an inherent expectation within any organization, the reality is that not all employees consistently meet these high standards. Furthermore, discipline is a critical aspect; factors such as attendance, adherence to working hours, and a sense of responsibility in completing assigned tasks are all components of performance assessment. Supervisors conduct periodic performance evaluations to ensure that every employee is capable of meeting their established work objectives. The majority of employees report difficulty in maintaining accuracy when completing tasks. This phenomenon is strongly suspected to be a consequence of poor attendance discipline—as employees who arrive late tend to work in a rushed manner—further exacerbated by

unclear instructions from supervisors. Additionally, employees consistently struggle to meet their assigned work-volume targets within the specified deadlines. This challenge is linked to the limited performance of their electronic work equipment, which hinders the efficient conversion of inputs into outputs.

Leadership style is the ability to exert a constructive influence on others, or the capacity to work collaboratively toward the achievement of planned goals (Ediyono, 2022). It refers to a set of characteristics employed by a leader to influence subordinates so that organizational objectives are met. Leadership is a factor that plays a crucial role in enhancing employee performance. A leader is not only responsible for providing direction and coordinating work but is also expected to be capable of motivating others, fostering effective communication, and building a working relationship that supports employees in carrying out their duties. Effective leadership is intended to encourage employees to work optimally, thereby contributing to the achievement of organizational goals. There are indications that instructional communication from leadership has not been fully conveyed to subordinates in an explicit and comprehensive manner. Employees often encounter situations where instructions for carrying out tasks are perceived as ambiguous or open to multiple interpretations; this can potentially lead to work deviations or a waste of time, as it necessitates repeated rounds of clarification.

Work discipline is a tool used by managers to communicate with employees, aiming to enhance their awareness and willingness to adhere to all company regulations and prevailing social norms (Rivai & Sagala, 2013; Rizki et al, 2025). The level of employee discipline regarding attendance at the Plantation Office of North Sumatra Province is considered suboptimal; although the official start time is 07:00, many employees still arrive past the designated time. Work discipline is a key factor that can influence employee performance within an organization. It reflects an employee's attitude and behavior in adhering to the rules, regulations, and responsibilities established by the organization. A high level of discipline encourages employees to carry out their tasks in a timely, orderly, and responsible manner, thereby supporting the effective and efficient achievement of organizational goals (Hasibuan, 2021; Mangkunegara, 2023). There are indications that some employees tend to improvise their work in non-standardized ways, or disregard established standard operating procedures (SOPs) in favor of personal convenience. This departure from official guidelines compromises the consistency of the quality of work output.

This aligns with research by Sedarmayanti (2019), which suggests that the work environment encompasses several aspects that must be considered, such as a comfortable workspace, safe environmental conditions, a stable room temperature, adequate lighting, and the color of the room's paint. Nitisemito (2019) states that the work environment consists of everything surrounding employees that may influence them as they carry out their assigned tasks. The physical work environment includes furniture, spatial layout, and other physical conditions that can affect employee activities. According to Sedarmayanti, the physical work environment refers to all physical elements present around the workplace that influence how employees work, whether directly or indirectly. Achieving a comfortable workplace requires attention to the physical work environment from both management—such as leaders or managers—and the employees themselves. A comfortable physical work environment enables employees to work with greater enthusiasm, leading to more satisfactory work outcomes.

The physical work environment also influences employee performance. As explained by Siagian (2022), the work environment is the setting in which employees carry out their daily tasks. To support the work process, complete and adequate facilities are required. An adequate physical work environment can foster a sense of comfort among employees, enabling them to concentrate and perform their tasks more optimally. Conversely, an unfavorable physical work environment can disrupt employee comfort and concentration, which may ultimately affect performance outcomes. Therefore, paying attention to the physical work environment is a crucial aspect of efforts to enhance employee performance within an organization. Thermal comfort within the workspace is inconsistent, and the air conditioning (AC) system frequently experiences technical issues. From a socio-ergonomic perspective, such thermal discomfort can diminish focus and accelerate physical fatigue among employees while they carry out their duties. Furthermore, the readiness and reliability of technological facilities—such as slow PCs, underpowered laptops, or printers that frequently malfunction—are not yet fully adequate to keep pace with daily workloads.

Based on the background provided above, the problem identification for this study is as follows:

1. The clarity of instructions and work directives from management is not yet optimal, leading to confusion among employees regarding their assigned tasks and responsibilities.
2. Employee attendance discipline and punctuality remain low, as evidenced by instances of employees arriving late and failing to consistently follow established attendance procedures.
3. The temperature in the workspace does not provide a comfortable environment for employees, as the air conditioning (AC) system is not functioning optimally and frequently experiences technical issues.

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4. The achievement of work volume targets—relative to established time standards—is not yet optimal. Some employees struggle to complete their workloads on time. This indicates that work output has not reached its maximum potential, a situation influenced by both a lack of supporting resources and issues regarding the effectiveness of work processes.

Based on the identification of issues within the Department of Plantation and Livestock of North Sumatra Province, this study focuses on the impact of leadership, work discipline, and the physical work environment on employee performance.

LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2022), "Performance refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them." According to Kasmir (2021), employee performance is the work achievement and effort exerted in completing all tasks and responsibilities assigned within a specific timeframe. Furthermore, Afandi (2021), performance refers to the work results achieved by an individual or a group of people within a company, in accordance with their respective authority and responsibilities, as they strive to attain organizational goals in a manner that is legal, lawful, and consistent with moral and ethical standards.

Leadership

According to Robbins & Judge (2022), leadership is the ability to influence a group toward the achievement of a vision or a set of goals. Furthermore, Kartono (2014) defines leadership as a distinct, specific character combined with the ability to make sound decisions to guide others toward organizational targets. Additionally, Maxwell (2019) emphasizes that leadership is a matter of influence—nothing more, nothing less. Great leaders focus on developing the potential of others.

Work Discipline

According to Khalisa (2022), work discipline is the capacity to work consistently and diligently while adhering to all relevant regulations and refraining from violating them. Furthermore, Oktavia et al. (2022) state that discipline refers to work-related attitudes or behaviors that comply with relevant workplace norms, whether verbal or written. Additionally, Desty et al. (2022) suggest that work discipline serves as a tool for managers to communicate with employees, encouraging them to modify their behavior; it also functions as an effort to enhance their awareness and willingness to abide by all company regulations and applicable social norms.

Physical Work Environment

According to Sedarmayati (2021), the work environment encompasses the tools, equipment, and materials one encounters, the surrounding setting in which an individual works, the methods employed, and the organization of work—whether performed individually or in a group. Furthermore, Nitisemito (2019) defines it as everything surrounding employees that may influence them as they carry out their assigned tasks, such as lighting, air temperature, and available workspace. Additionally, Widodo (2020) explains that the physical work environment is the setting in which employees carry out their daily duties, supported by the full range of work facilities and infrastructure.

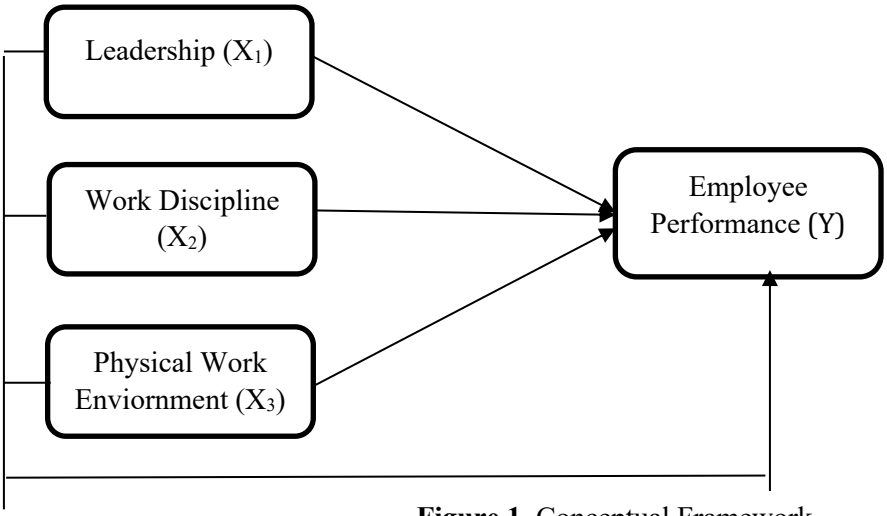


Figure 1. Conceptual Framework
Source: Researcher (2026)

The research hypotheses are:

H1: Leadership has a significant partial effect on performance at the Plantation and Livestock Agency of North Sumatra Province.

H2: Work discipline has a significant partial effect on performance at the Plantation and Livestock Agency of North Sumatra Province.

H3: The physical work environment has a significant partial effect on performance at the Plantation and Livestock Agency of North Sumatra Province.

H4: Leadership, work discipline, and the physical work environment have a significant simultaneous effect on performance at the Plantation and Livestock Agency of North Sumatra Province.

METHOD

The research approach used an associative approach, with a quantitative method. This research was conducted at the Plantation and Livestock Agency of North Sumatra Province, located at Jl. Jendral A.H. Nasution No. 24, Pangkalan Masyhur, Medan Johor District, Medan City, North Sumatra, Postal Code 20143. The research was carried out from March to July 2026. The population for this study consists of 30 employees of the Plantation and Livestock Agency. To determine the sample size, the author employed a "saturated sampling" (total sampling) method, given that the total number of employees at the Plantation and Livestock Agency is 30. Analysis tool using SPSS version 25.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

Table 1. Validity Test Results Leadership, Work Discipline, Physical Work Environment, Employee Performance

Statement Items	r-count	r-table	Description
L1	0,964	0,361	Valid
L2	0,946	0,361	Valid
L3	0,963	0,361	Valid
L4	0,904	0,361	Valid
L5	0,934	0,361	Valid
L6	0,950	0,361	Valid
L7	0,922	0,361	Valid
L8	0,927	0,361	Valid
L9	0,918	0,361	Valid
L10	0,936	0,361	Valid

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Statement Items	r-count	r-table	Description
WD1	0,952	0,361	Valid
WD2	0,917	0,361	Valid
WD3	0,934	0,361	Valid
WD4	0,923	0,361	Valid
WD5	0,922	0,361	Valid
WD6	0,924	0,361	Valid
WD7	0,948	0,361	Valid
WD8	0,898	0,361	Valid
WD8	0,938	0,361	Valid
WD9	0,941	0,361	Valid
WD10	0,952	0,361	Valid
PWE1	0,940	0,361	Valid
PWE2	0,929	0,361	Valid
PWE3	0,922	0,361	Valid
PWE4	0,948	0,361	Valid
PWE5	0,942	0,361	Valid
PWE6	0,927	0,361	Valid
PWE7	0,966	0,361	Valid
PWE8	0,970	0,361	Valid
EP1	0,966	0,361	Valid
EP2	0,972	0,361	Valid
EP3	0,956	0,361	Valid
EP4	0,977	0,361	Valid
EP5	0,978	0,361	Valid
EP6	0,938	0,361	Valid
EP7	0,940	0,361	Valid
EP8	0,946	0,361	Valid
EP9	0,936	0,361	Valid
EP10	0,972	0,361	Valid

Sources: SPSS versi 25 (2026)

Based on Table 1, the results of the validity test above show that all statement items are > r table 0.361, so they are hereby declared valid/legitimate.

Table 2. Reliability Test Results Leadership, Work Discipline, Physical Work Environment, Employee Performance

Variabel	Cronbach Alpha	Provision	Description
Leadership	0,984	0,60	Reliable
Work Discipline	0.982	0,60	Reliable
Physical Work Environment	0.982	0,60	Reliable
Employee Performance	0,990	0,60	Reliable

Sources: SPSS versi 25 (2026)

It is known that the Cronbach's alpha value for all research variables of leadership, work discipline, physical work environment and employee performance is > 0.60, so it can be said that the results of the reliability test for all variables are reliable.

Table 3. Results of the One Sample Kolmogorov Normality Test

Description	Value
N	30
Mean	0.0000000
Std. Deviation	3.55217683
Absolute	0.140
Positive	0.140
Negative	-0.093
Test Statistic	0.140
Asymp. Sig. (2-tailed)	0.136

Sources: SPSS versi 25 (2026)

It is known that the asymp. sig. (2-tailed) value is 0.136 > 0.05 significance value so it can be concluded that the data tested is normally distributed.

Table 4. Gletsjer Test Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	2.609	1.626		1.604	.121
Leadership	-.025	.053	-.121	-.482	.634
Work Discipline	.041	.056	.194	.732	.471
Physical Work Environment	-.008	.053	-.032	-.150	.882

Sources: SPSS versi 25 (2026)

Based on the table above, the variables of leadership, work discipline, and physical work environment have significance (sig) values greater than 0.05. This indicates that there is no evidence of heteroscedasticity in the regression model used.

Table 5. Multicollinearity Test Results

Variable	B	Std. Error	Beta	t	Sig.	**Tolerance**	**VIF**
(Constant)	-7.099	2.937		-2.417	.023		
Leadership	.575	.095	.551	6.042	.000	.602	1.661
Work Discipline	.279	.101	.267	2.767	.010	.538	1.860
Physical Work Environment	.485	.095	.389	5.095	.000	.858	1.166

Sources: SPSS versi 25 (2026)

It is known that the results of the multicollinearity test for the leadership style and employee loyalty variables have a tolerance value of > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems

Table 6. Multiple Linear Tegression Test Results

Variable	**B**	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-7.099	2.937		-2.417	.023		
Leadership	.575	.095	.551	6.042	.000	.602	1.661
Work Discipline	.279	.101	.267	2.767	.010	.538	1.860
Physical Work Environment	.485	.095	.389	5.095	.000	.858	1.166

Sources: SPSS versi 25 (2026)

The regression equation based on the values above is:

Y = -7.099 – 0.575(X1) + 0.279(X2) + 0.485(X3) + e

This can be interpreted as follows:

1. The constant (a) of -7.099 indicates that if the variables of leadership (X1), work discipline (X2), and physical work environment (X3) are held constant, employee performance (Y) will be affected by a value of -7.099.

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2. The coefficient for leadership (X1) of 0.575 indicates a positive influence on employee performance; specifically, an increase in leadership (X1) contributes to a 57.5% improvement in employee performance.
3. The coefficient for work discipline (X2) of 0.279 indicates a positive influence on employee performance; specifically, an increase in work discipline contributes to a 27.9% improvement in employee performance.
4. The coefficient for the physical work environment (X3) of 0.485 indicates a positive influence on employee performance; specifically, the physical work environment contributes to a 48.5% improvement in employee performance.

Table 7. Partial Test Results (t-Test)

Variable	B	Std. Error	Beta	**t**	**Sig.**	Tolerance	VIF
(Constant)	-7.099	2.937		-2.417	.023		
Leadership	.575	.095	.551	6.042	.000	.602	1.661
Work Discipline	.279	.101	.267	2.767	.010	.538	1.860
Physical Work Environment	.485	.095	.389	5.095	.000	.858	1.166

Sources: SPSS versi 25 (2026)

Based on the table above, the results of the partial test (t-test) can be explained as follows:

1. Based on the t-test results, the criterion for accepting the hypothesis—that the calculated t-value (t-count) must be greater than the t-table value—is met. As shown in the table above, the influence of leadership on employee performance yields a t-count of 6.042, which is greater than 2.055, with a significance probability (p-value) of 0.000 (less than 0.05). Therefore, based on the partial test criteria, it can be concluded that H1 is accepted, meaning that leadership has a significant influence on employee performance.
2. Based on the t-test results, the criterion for accepting the hypothesis—that the calculated t-value (t-count) must be greater than the t-table value—is met. As shown in the table above, the influence of work discipline on employee performance yields a t-count of 2.767, which is greater than 2.055, with a significance probability (p-value) of 0.010 (less than 0.05). Therefore, based on the partial test criteria, it can be concluded that H1 is accepted, meaning that work discipline has a significant influence on employee performance.
3. Based on the t-test results, the criterion for accepting the hypothesis—that the calculated t-value (t-count) must be greater than the t-table value—is met. As shown in the table above, the influence of the physical work environment on employee performance yields a t-count of 5.095, which is greater than 2.055, with a significance probability (p-value) of 0.000 (less than 0.05). Therefore, based on the partial test criteria, it can be concluded that the physical work environment has a significant influence on employee performance.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	**F**	**Sig.**
Regression	2446.879	3	815.626	57.953	.000[b]
Residual	365.921	26	14.074		
Total	2812.800	29			

Sources: SPSS versi 25 (2026)

Based on the above, the calculated F-value is 57.953, with a significance level of 0.001. Since the significance level is less than 0.05, it can be concluded that H0 is rejected and H1 is accepted; this means that Leadership, Work Discipline, and the Physical Work Environment, taken together, have a significant effect on the performance of employees at the Department of Plantation and Livestock of North Sumatra Province.

Table 9. Results of the Coefficient of Determination test

Model	R	R Square	**Adjusted R Square**	Std. Error of the Estimate
1	.933[a]	.870	.855	3.752

Sources: SPSS versi 25 (2026)

Based on the results of the coefficient of determination test shown in Table 9, The adjusted R-squared value is 0.855, which indicates that Leadership (X1), Work Discipline (X2), and the Physical Work Environment (X3)

influence the Employee Performance variable (Y) at the Department of Plantation and Livestock of North Sumatra Province. Meanwhile, the remaining 85.5% is influenced by other variables not examined in this study.

Discussion

The Influence of Leadership on Employee Performance

Based on the partial (t) test results from this study, the Leadership variable yielded a calculated t-value of 0.575 with a significance level of 0.000. Since this significance value is lower than the established threshold of $\alpha = 0.05$, it can be concluded that the Leadership variable has a positive and significant effect on employee performance at the Department of Plantation and Livestock of North Sumatra Province. This indicates that the leadership style currently employed by the leadership plays a crucial role in guiding and motivating employees to achieve organizational targets. Leadership is the ability to influence a group toward the attainment of a vision or a set of goals. According to Robbins & Judge (2021), leadership is the capacity to influence a group toward achieving a specific vision or a series of objectives. This is further supported by Ediyono (2022), who defines leadership style as a set of traits used by a leader to influence subordinates to ensure organizational goals are met. In the context of the Department of Plantation and Livestock of North Sumatra Province, the role of leadership—through the provision of small rewards and structured guidance via the implementation of annual work plans—has proven effective in motivating employees to work with greater diligence.

The Influence of Work Discipline on Employee Performance

Based on the partial (t) test results from this study, the Work Discipline variable yielded a calculated t-value of 0.279 with a significance level of 0.010. Since this significance value is well below the threshold of $\alpha = 0.05$, it can be concluded that Work Discipline has a positive and significant partial effect on employee performance at the Department of Plantation and Livestock of North Sumatra Province. This demonstrates that the extent to which employees adhere to organizational rules serves as a primary determinant in achieving performance targets. Work discipline acts as an instrument used by management to engage with employees, encouraging them to improve their behavior, heighten their awareness, and comply with all relevant organizational policies and social norms. According to Desty et al. (2022), work discipline is a managerial tool for communicating behavioral expectations to employees, thereby strengthening their commitment to company rules. Within the Department of Plantation and Livestock, discipline extends beyond mere attendance; it encompasses the capacity to work consistently and diligently while adhering to established procedures.

The Influence of Physical Work Environment on Employee Performance

Based on the partial (t) test results conducted in this study, the Physical Work Environment variable yielded a calculated t-value of 0.485 with a significance level of 0.000. Since this significance level is below the established threshold of $\alpha = 0.05$, it can be concluded that the Physical Work Environment has a positive and significant impact on employee performance at the Department of Plantation and Livestock of North Sumatra Province. This implies that adequate facilities and a well-organized workspace effectively encourage employees to achieve optimal work results. The physical work environment encompasses all physical conditions surrounding the workplace that influence how employees perform their tasks, whether directly or indirectly. According to Sedarmayanti (2022), the physical work environment includes all the tools, equipment, and materials encountered, the immediate surroundings in which an individual works, as well as the methods and arrangements of work—whether performed individually or in groups. A supportive environment enables employees to carry out their daily duties more optimally, healthily, safely, and comfortably. The results of this study align with the view of Nitisemito (2019), who states that everything surrounding workers—such as lighting, air temperature, and available workspace—significantly influences their performance in carrying out assigned tasks. A comfortable and conducive physical work environment enables employees to work with greater enthusiasm, ultimately leading to more satisfactory work outcomes.

CONCLUSION

Research on the influence of price perception, word of mouth, and customer experience on consumer satisfaction can yield the following conclusions:

1. Leadership has a significant effect on employee performance (t-calculated 6.042 > t-table 2.055; Sig. 0.000 < 0.05).
2. Work discipline has a positive and significant effect on employee performance (t-calculated 2.767 > t-table 2.055; Sig. 0.010 < 0.05).

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3. Physical work environment has a positive and significant effect on employee performance (t-calculated 5.095 > t-table 2.055; Sig. 0.000 < 0.05).
4. Leadership, work discipline, and physical work environment have a significant effect on employee performance (F-calculated 57.953 > F-table 2.975; Sig. 0.000 < 0.05).

Based on the discussion and conclusions of this study, the following recommendations are provided:

1. Transformation of Leadership Style from Administrative to Participative: Given that the leadership variable has not yet shown a statistically significant impact, leaders need to reorient their leadership style. It is recommended that leaders shift from an approach that is primarily administrative and top-down toward one that is more participative and communicative. Leaders should actively foster two-way dialogue (bottom-up discussion), providing employees with the opportunity to voice technical challenges encountered in the field before policies are formulated.
2. Strengthening an Adaptive Disciplinary Enforcement System: Although work discipline has a positive and significant impact, it has been observed that attendance-related discipline is not yet optimal. The organization is advised to tighten attendance monitoring in accordance with Government Regulation (PP) Number 94 of 2021, applying it consistently and impartially. However, considering the geographical constraints faced by employees, management could consider a more adaptive work system—such as flexible working hours—while maintaining accountability through rigorous daily work reports (LHK).
3. Modernization and Maintenance of Physical Work Facilities: To maximize the impact of the physical work environment, the organization should conduct a comprehensive audit of its facilities and infrastructure. This includes ensuring employee comfort and replacing electronic equipment (PCs, laptops, and printers) that are experiencing latency or malfunctions. Furthermore, reconfiguring the interior—such as optimizing furniture layout for better ergonomics—and increasing lighting intensity in work areas can reduce visual fatigue, thereby helping employees maintain concentration and accuracy in completing their tasks.
4. Given that the model in this study accounts for 85.5% of the variance in performance, there remains a 14.5% influence from other variables. Future researchers are encouraged to incorporate variables not covered in this study, such as work motivation, organizational culture, workload, or financial and non-financial compensation. In the context of public institutions, the variable of work motivation often serves as a "missing link" that can explain why certain leadership styles may not have an immediate impact on performance.

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