THE INFLUENCE OF WORK DISCIPLINE, TRANSFORMATIONAL LEADERSHIP, AND COMPETENCY ON EMPLOYEE PERFORMANCE IN NGUNTORONADI DISTRICT, MAGETAN REGENCY

Nur Indra Kurnawati[*1], Andre Dwijanto Witjaksono[*2], Anang Kistyanto[*3]

[*1,2,3]Master Of Management Study Program, Faculty Of Economics And Business, Surabaya State University, Indonesia.

ABSTRACT

This research aims to analyze the influence of work discipline, transformational leadership, and competence on employee performance in Nguntoronadi District, Magetan Regency. The sampling method in this research used a saturated sample, where there were 35 respondents. The analytical tool used is multiple linear regression analysis. The results obtained in this research are that work discipline has a significantly positive effect on employee performance, transformational leadership has a significantly positive effect on employee performance and competence has a significantly positive effect on employee performance in Nguntoronadi District, Magetan Regency. Leaders are expected to continue to set a good example, have high work enthusiasm and be able to place employees in the right positions according to the competencies possessed by the employee in order to improve employee performance. An employee must continue to work in accordance with his main duties and functions and be punctual in carrying out his duties.

Keywords: Work Discipline, Transformational Leadership, Competence, And Employee Performance.

I. INTRODUCTION

In the era of globalization, business competition has become very important where every government is required to meet the needs of society and strive to create quality services. Humans always play an active role in every activity of organizations, institutions and companies, both as planners, doers and pioneers. The realization of the goals of organizations, institutions, companies, both in the economic, political and social fields, the goals of organizations, institutions and companies cannot be realized without the role of humans. No matter how sophisticated the equipment is, human factors will still determine it, which is why human resources are considered a very important asset in an organization. Human resources have a major role in every activity of organizations, institutions and companies. Even though it is supported by facilities and infrastructure as well as excessive financial resources, without the support of reliable human resources, the activities of organizations, institutions and companies will not be completed properly. This shows that human resources are the main key that must be considered with all their needs. As the main key, human resources will determine the successful implementation of organizational, institutional and company activities (Lisdawati Ndolu et al., 2020)

In terms of its position and function, sub-districts have a very important position because the success of the government's duties in providing services to the community and increasing the effectiveness and efficiency of government administration, development, economy, society, peace and order as well as developing regional potential is greatly supported by the existence of the sub-district government, for this reason the challenge What must be answered is how to create a sub-district government that is authoritative and able to provide services and meet the growing needs of the community. Optimal community service begins with employee service in Nguntoronadi District

Issues regarding the quality of public services tend to become increasingly important in explaining employee performance in a public organization. In this case, there is a negative view that is formed regarding services in Nguntoronadi District which arises because of public dissatisfaction with the quality of service received from employees in Nguntoronadi District. The services carried out by employees in Nguntoronadi District were found to indicate that discipline, transformational leadership and employee competence for work had not been implemented properly, resulting in an impact on employee work results that were less effective, both in terms of work quality and time. This can also be seen based on complaints from the public, such as when the community took care of the legalization of certificates of incapacity and school registration, they felt dissatisfied

because the Nguntoronadi District employees were a bit slow in carrying out their work or the employees were not there during working hours, resulting in the completion time service within the maximum time specified in the service standards is not appropriate because the employee concerned is sometimes not in the office during working hours. This proves that employee performance is not good and effective.

The results of initial observations carried out by the author on employees in Nguntoronadi District obtained a general picture of the existing phenomenon, that in terms of employee performance it is not optimal because in carrying out public services services occur that do not comply with existing service standards. The level of employee discipline is still low as seen from employees who come to work late, leave the office early, leave the office during office hours and use social media during working hours. Transformational leadership in Nguntoronadi District is running quite well, but on the other hand there are still several things that are of concern and need to be reviewed, namely the leadership lacks control over employees or subordinates, so that the work produced by employees is sometimes slow. In terms of competency, there are some employees who do not have education certificates, training either in PIM training or other training so that employee performance is not optimal due to limited knowledge.

This is in accordance with research conducted by Putra & Indrawati, (2015), which shows that there is a positive and significant influence of transformational leadership, motivation and work discipline on employee performance. Likewise, Simatupang, et al (2015) show that there is a positive and significant influence of discipline, motivation and commitment on employee performance. Harsono, et al (2022) also show that there is a positive and significant influence of work discipline and motivation on employee performance. Likewise, research by Riyanda, M (2017), Prayogi, et al (2019) and Yjahyanti, S (2020) shows that there is a positive and significant influence of competence and work discipline on employee performance. Ramadanto, Y & Saragih, R (2020) which shows the positive and significant influence of transformational leadership and work discipline on employee performance. Likewise, research conducted by Putra Akbar, et al, (2019) shows that transformational leadership, work discipline and competence simultaneously have a positive and significant effect on employee performance.

However, from the results of previous research there is a research gap because according to Pariesti, et al (2022) it shows different results, competence and transformational leadership style do not directly influence performance, but have a significant influence on employee performance indirectly through motivation. Maharani, et al (2022) show that partially work ability, motivation have a positive and significant effect on employee performance, while work discipline does not have a positive and significant effect on employee performance. Putra Akbar, et al, (2019) show that transformational leadership, work discipline, and competence simultaneously have a positive and significant effect on employee performance, but partially work discipline does not have a significant effect on employee performance. Likewise, Herawati (2019) in her research shows that work experience has a positive and significant effect on employee performance, but employee competence has no effect on employee performance. The research results of Tjahyanti, S (2020) show that competency and work discipline partially influence employee performance, while leadership partially has no influence on performance.

Based on the existing phenomena and research gaps, the researcher tried to highlight them in this research with the title "The Influence of Work Discipline, Transformational Leadership and Competence on Employee Performance in Nguntoronadi District, Magetan Regency". The research objective of the research is to analyze the influence of work discipline, transformational leadership and competence on employee performance in Nguntoronadi District.

In relation to the problems previously stated, a hypothesis is formulated, namely:

H1: Work discipline influences employee performance in Nguntoronadi District.

H2: Transformational leadership influences employee performance in Nguntoronadi District.

H3: Competence influences employee performance in Nguntoronadi District.

H4: Work discipline, transformational leadership and competence influence employee performance in Nguntoronadi District.

II.   METHODOLOGY

This research is explanatory research, namely research that explains the cause and effect relationship between variables through a hypothesis that has been formulated. Research is quantitative.

This research was carried out in Nguntoronadi District, Magetan Regency from January to May 2024. The population in this research was all employees who were State Civil Servants (ASN) and Non-ASN in Nguntoronadi District, Magetan Regency, totaling 35 employees.

The technique used is the Saturated Sampling Census Technique. Saturated sampling technique is a sample determination technique when all members of the population are used as samples (Sugiyono, 2016). The measurement technique uses a Likert scale with a score of 1 to 4. The data analysis technique uses Multiple Linear Regression with normality test, multicollinearity test, heteroscedasticity, t test, R^2 coefficient of determination test and processed using the SPSS version 25 program.

III.   RESEARCH RESULTS

3.1. Classic Assumption Test

3.1.1. Normality Test

The results of the normality test analysis can be seen in table 1 below.

Table 1. Normality Test Results of the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.19132267
Most Extreme Differences	Absolute	.144
	Positive	.099
	Negative	-.144
Test Statistic		.144
Asymp. Sig. (2-tailed)		.065

Source: Data processed, 2024

From the results of the Kolmogorov-Smirnov Test in table 1, it shows that the significance figure of 0.065 is more than 0.05 or in other words the data in this study is normally distributed.

3.1.2. Autocorrelation Test

The results of the classic autocorrelation assumption test can be seen in table 2 below.

Table 2. Correlation Test

	Unstandardized Residual
R	.944
R Square	.891
Adjusted R Square	.880
Std. Error of The Estimate	3.100
Durbin Watson	1.762

Based on table 2, it is found that the Watson durbin value (d) is 1.762, which is greater than the upper limit (du), namely 1.653 and less than (4-du) 4-1.762= 2.238, so as is the basis for decision making in the Watson durbin test above, there are no problems or autocorrelation symptoms, thus the multiple linear regression test can be continued.

3.1.3. Heteroscedasticity Test

The results of the classic heteroscedasticity assumption test can be seen in table 3 below.

Table 3. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.541	2.768		.981	.366
X1	.222	.201	.262	1.102	.279
X2	-.0,12	.164	-.014	-076	.940
X3	-.100	.091	-.273	-1.108	.276

Based on table 3, it can be seen that the discipline significance value (X1) is 0.279, the leadership variable (X2) is 0.940, the competency variable (X3) is 0.276. The results of each variable obtained a significant value greater than 0.05. So it can be concluded that the regression model used in this research does not have heteroscedasticity.

3.1.4. Multicollinearity Test

The results of the classic multicollinearity assumption test can be seen in table 4 below.

Table 4. Multicollinearity Test

Model	Tolerance	VIF
(Constant)		
X1	.544	1.838
X2	.907	1.103
X3	.506	1.975

Based on table 4, it shows that the tolerance or colinearity statistics values for X1, X2, So referring to the basis for decision making in the Multicollinearity test, it can be concluded that there are no symptoms of Multicollinearity in the regression model.

3.2. Multiple Linear Regression Analysis

Based on the results of data analysis using the IBM SPSS 25 program, the following test results were obtained:

Table 5. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-10.007	3.316		-3.018	.005
X1	.747	.315	.258	2.131	.041
X2	.213	.098	.176	2.171	.038
X3	.968	.225	.575	4.302	.000

Based on the multiple linear regression model from 35 respondents as in table 5, the influence of work discipline, transformational leadership and competence on employee performance in Nguntoronadi District is obtained as follows:

$$log Y = -10.007 + 0{,}258 log X_1 + 0{,}176 X_2 + 0{,}575 X_3 + e$$

Information:

Y   : Employee Performance

X_1 : Work Discipline

X_2 : Transformational Leadership

X_3 : Competence

e : Confounding Variables

log : Logarithm

The interpretation of the above equation is as follows:

1. The work discipline variable (X1) has a positive regression coefficient, namely 0.258, this means that if discipline is good it will increase employee performance by 0.258% (assuming other variables remain constant).

2. The leadership variable (X2) has a positive regression coefficient, namely 0.176, this means that if leadership is good it will increase employee performance by 0.176% (assuming other variables remain constant).

3. The competency variable (X3) has a positive regression coefficient, namely 0.575, this means that if competency is good it will increase employee performance by 0.575% (assuming other variables remain constant).

3.2.1. Statistic Test

3.2.1.1. t Test

The results of the t test analysis can be seen in table 6 below

Table 6. t Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-10.007	3.316		-3.018	.005
X1	.747	.315	.258	2.131	.041
X2	.213	.098	.176	2.171	.038
X3	.968	.225	.575	4.302	.000

Based on table 6 above, the results of the t test are concluded as follows:

1. The results of the t test for the work discipline variable (X1) obtained t-count 2,131 > t table 2,040 and the significance value obtained was 0.041 < 0.05 at the significance level α = 5%. So with this it is stated that H0 is rejected and H1 is accepted, meaning that the work discipline variable has a positive and significant effect on employee performance in Nguntoronadi District

2. The results of the t test for the transformational leadership variable (x2) obtained t-count 2,171 > t table 2,040 and the significance value obtained was 0.038 < 0.05 at the significance level α = 5%. So with this it is stated that H0 is rejected and H2 is accepted, meaning that the transformational leadership variable has a positive and significant effect on employee performance in Nguntoronadi District

3. The results of the t test for the competency variable (X3) obtained t-count 4,302 > t table 2,040 and the significance value obtained was 0.000 < 0.05 at the significance level α = 5%. So with this it is stated that H0 is rejected and H3 is accepted, meaning that the competency variable has a positive and significant effect on employee performance in Nguntoronadi District.

3.2.1.2. Coefficient of Multiple Determination (R²)

The results of the coefficient of determination test (R2) can be seen in table 7 below.

Table 7. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944	.891	.880	3.100

Based on table 7, it is found that the R Square coefficient of determination value is 0.891 or 89.1%. This shows that the contribution of the influence of the variables discipline, leadership, competency to employee performance in Nguntoronadi District is 89.1%, while 11.9% is influenced by variables outside the research.

IV. RESULT AND DISCUCCION

4.1. The Influence of Work Discipline on Employee Performance in Nguntoronadi District

Based on the research results, it shows that the discipline variable (X1) has a positive regression coefficient of 0.258, this means that if discipline is good it will increase employee performance by 0.258% (assuming other variables remain constant), as well as the results of the t test for the work discipline variable (X1) obtained t-count 2,131>t-table 2,040 and the significance value obtained was 0.041<0.05 at the significance level α = 5%. So with this it is stated that H0 is accepted and Ha is rejected, meaning that the work discipline variable has a positive and significant effect on employee performance in Nguntoronadi District, Magetan Regency.

This is in accordance with research conducted by Putra & Indrawati, (2015), Simatupang, et al (2015), Harsono, et al (2022), Riyanda, M (2017), Prayogi, et al (2019), and Tjahyanti, S (2020) which shows that there is a positive and significant influence of work discipline on employee performance.

Testing of the work discipline variable (X1) in this research focused on the awareness and willingness of Nguntoronadi District employees to obey all applicable regulations and social norms to achieve good work performance. Measuring work discipline includes four indicators, namely always being present on time, always obeying the provisions of working hours, having high work enthusiasm and having sanctions for violations. These four indicators were developed into four statement items. The measurement results show that the average score for the work discipline variable is 2.74, meaning that the majority of respondents in Nguntoronadi District, Magetan Regency stated that the implementation of work discipline was in the high category. If we look closely at the existing field conditions, work discipline based on respondents' perceptions as measured by these four indicators has overall been implemented well in Nguntoronadi District, Magetan Regency.

4.2. The Influence of Transformational Leadership on Employee Performance in Nguntoronadi District

Based on the research results, it shows that the transformational leadership variable (X2) has a positive regression coefficient of 0.176, this means that if leadership is good it will increase employee performance by 0.176% (assuming other variables remain constant), as well as the results of the t test for the transformational leadership variable (X2) obtained t-count 2,171 > t table 2,040 and the significance value obtained was 0.038 < 0.05 at the significance level α = 5%. So with this it is stated that H0 is rejected and H2 is accepted, meaning that the leadership variable has a positive and significant effect on employee performance in Nguntoronadi District.

The results of this research are in accordance with research conducted by Putra & Indrawati, (2015), Ramadanto, Y & Saragih, R (2020), and Syarif & Riza, (2022) which shows that there is a positive and significant influence of transformational leadership on employee performance. .

Testing of the transformational leadership style variable (X2) in this research focuses on leadership styles that make changes, motivate Nguntoronadi District employees to take action to a higher level by creating emotions through changes in values, so that maximum performance is born. The measurement of transformational leadership style includes four indicators, namely idealized influence, inspirational motivation, intellectual stimulation, individual consideration. Of the four indicators, four statement items were developed. The results of this research show that the average score for the transformational leadership style variable is 3.08, meaning that the majority of respondents in Nguntoronadi District, Magetan Regency stated that the implementation of the transformational leadership style was in the high category. If we look closely at the existing field conditions, the transformational leadership style based on respondents' perceptions as measured by these four indicators has been implemented in Nguntoronadi District, Magetan Regency and received various responses from respondents.

4.3. The Influence of Competency on Employee Performance in Nguntoronadi District

Based on the research results, it shows that the Competency Variable (X3) has a positive regression coefficient of 0.575, this means that if competence is good it will increase employee performance by 0.575% (assuming other variables remain constant), as well as the results of the t test for the Competency variable (X3) obtained

t-count 4,302 > t table 2,040 and the significance value obtained was 0.000 < 0.05 at the significance level α = 5%. So with this it is stated that H0 is rejected and H3 is accepted, meaning that the competency variable has a positive and significant effect on employee performance in Nguntoronadi District.

This is in accordance with research conducted by Riyanda, M (2017), Prayogi, et al (2019), Tjahyanti, et al, (2023) which shows that there is a positive and significant influence of competence on employee performance. Meanwhile, the research results of Pariesti, et al (2022) are not in line with the results of this study.

Testing of the competency variable (X3) in this study is focused on a process that seeks to increase the effectiveness and performance of Nguntoronadi District employees, by integrating individual desires to develop organizational goals. Measuring employee competency includes four indicators, namely knowledge, skills, work experience and attitude. These four indicators were developed into eleven statement items. The measurement results show that the average score value for the competency variable is 2.738, meaning that the majority of respondents in Nguntoronadi District, Magetan Regency stated that the application of competency was in the high category. If we look closely at the existing field conditions, competency based on respondents' perceptions as measured through indicators of knowledge, skills, work experience and overall attitude has been implemented well in Nguntoronadi District, Magetan Regency.

4.4. The influence of work discipline, transformational leadership and competence on employee performance in Nguntoronadi District

Based on the research results, it shows that the R Square coefficient of determination value is 0.891 or 89.1%. This shows that the contribution of the influence of the variables discipline, leadership, competence to employee performance in Nguntoronadi District is 89.1%, while 11.9% is influenced by variables outside the research.

The results of this research are in accordance with the research results of Putra, Akbar, et al (2019) which show that there is a simultaneous positive and significant influence of work discipline, transformational leadership and competence on employee performance.

Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Putra, Akbar, et al. 2019). Performance is a translation of performance which means the results of the work of a worker, a management process or an organization as a whole, where the results of the work must be able to be shown in concrete and measurable evidence (compared to predetermined standards). Performance appraisals can be carried out fairly and must be accurate and actual performance. Performance is a result that a person has achieved in carrying out the tasks assigned to him which is based on skill, experience and sincerity and punctuality

The measurement of employee performance variables in Nguntoronadi District, Magetan Regency (Y) in this study used six indicators, namely work quality, work quantity, timeliness, effectiveness, independence and work commitment. The statements proposed in this variable consist of thirteen statement items. The results of the research show that the average score value for the employee performance variable is 2.84, meaning that the majority of respondents in Nguntoronadi District, Magetan Regency stated that employee performance was in the high category. If we look closely at the existing field conditions, employee performance based on respondents' perceptions as measured by these six indicators has overall been implemented well in Nguntoronadi District, Magetan Regency.

V.   CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that the variables work discipline (X1), transformational leadership (X2) and competence (X3) have a positive and significant regression coefficient. This means that if work discipline, transformational leadership and competence are good then they will improve employee performance in Nguntoronadi District. The coefficient of determination R Square value shows that the contribution of work discipline, transformational leadership, and competency variables to employee performance in Nguntoronadi District is 89.1%, while 11.9% is influenced by variables outside the research.

With the results of research stating that the influence of work discipline, transformational leadership and competence has a positive and significant influence on employee performance in Nguntoronadi District, the implication is that work discipline, transformational leadership and competence in Nguntoronadi District must be improved so that employee performance in Nguntoronadi District will be better in the future. . Synergy between employees and leaders is needed to achieve the goals, vision and mission of Nguntoronadi District, Magetan Regency.

Based on the research results, suggestions that can be put forward are as follows:

1. Employees in Nguntoronadi District must continue to work in accordance with their main duties and functions and be punctual in carrying out their duties.
2. Leaders are expected to maintain the transformational leadership style that has been implemented well in Nguntoronadi District so they must continue to provide a good example to their subordinates and provide appropriate support and information to their employees in order to further improve their employees' performance.
3. Leaders are expected to be able to place employees in the right positions according to the competencies possessed by the employee.
4. By conducting this research, it is hoped that it can provide an overview of the factors that influence employee performance, thus providing a stimulus for the agency.

VI.   REFERENCES

[1]   Amrin, T., & Hamsal, H. (2024). Pengaruh Kepemimpinan Transformasional dan Kompetensi terhadap Kinerja, dengan Motivasi sebagai Variabel Mediasi pada Karyawan Perusahaan Ritel di Kota Pekanbaru. Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan, 18(1), 705. https://doi.org/10.35931/aq.v18i1.3181

[2]   Ayu Sanggarwati. (2022). Efek Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kepuasan Kerja Yang Berdampak Pada Kinerja Karyawan Di Pt. Citra Persada Infrastruktur Di Surabaya.

[3]   Ghozali, Imam. 2018. Aplikasi Analisis Multivariate dengan Program IBM SPSS 19. Edisi Kelima. Semarang: Badan Penerbit Universitas Diponegoro.

[4]   Harsono, Y., dkk. (2022). The Effect of Work Discipline and Motivation on Employee Performance. © IEOM Society International

[5]   Herawati, Y. (2019). Pengaruh Pengalaman Kerja dan Kompetensi PegawaiTerhadap Kinerja Pegawai Negeri Sipil pada Dinas Kesehatan Kabupaten Lampung Tengah Tahun 2018. Jurnal Simplex Volume 2, Nomor 1, April 2019

[6]   Lisdawati Ndolu, J., Sia Niha, S., Manafe, H. A., & Author, C. (2020). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi terhadap Kinerja Karyawan Melalui Disiplin Kerja sebagai Variabel Mediasi (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). https://doi.org/10.31933/jemsi.v4i2

[7]   Maharani, A., Tanjung H., & Pasaribu, F. (2022). Pengaruh Kemampuan Kerja, Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Badan Pendapatan Daerah Kabupaten Deli Serdang. Jurnal Ilmiah Magister Manajemen, e-ISSN.2623-2634, Volume 5, Nomer 1, Maret 2022

[8]   Mangkunegara, A.P. (2020). Manajemen Sumber Daya Manusia.Yogyakarta: Graha Ilmu.

[9]   Pariesti. Agustine, Usup Riassy Christa, & Meitiana. (2022). Pengaruh Kompetensi dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Intervening Pada Kantor Inspektorat Kabupaten Katingan. Journal of Environment and Management, 3(1), 35–45. https://doi.org/10.37304/jem.v3i1.4284

[10]   Putra.A.D.P., Bayu, A, P., (2019). The Effect of Transformational Leadership, Work Discipline and Competence on Employee Performance PT. Ice Cream Campina Surabaya. Journal of Word Conference, E-ISSN: 2656-1174.

[11]   Putra.I.W.A.P & Indrawati Ayu Dewi. (2015).Pengaruh Kepemimpinan Transformasional, Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan Pada CV. Agung Motor I Di Kabupaten Tabanan. E-Jurnal Manajemen Unud, Vol. 4, No. 10, 2015: 2982 - 3011 ISSN : 2302-8912

[12]   Prayogi, M.A., Lesmana, M.T., & Siregar, L.H. (2019) Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai pada Kantor Imigrasi Kelas I Khusus Medan. Festival Riset Ilmiah, ISSN : 2614 – 6681

[13]   Riyanda, M. (2017). Pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai pada Dinas Perizinan Kota Yogyakarta.

[14]   Ramadanto, Y., & Saragih, R. (2020). Pengaruh gaya kepemimpinan transformasional dan disiplin kerja terhadap kinerja karyawan PT Ikimura Indotools Center. Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi) Vol. 4 No. 3, 2020

[15]   Simatupang, Aprilynn Clarissa, Putu Saroyeni P (2018). The Effect of Discipline, Motivation and Commitment to Employee Performance the staff performance of Cenderawasih University Rectorate. IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 20, Issue 6. Ver. I. (June. 2018), PP 31-37

[16]   Syarif, A., & Riza, K. (2022). Pengaruh Kepemimpinan Transformasional, Disiplin Kerja dan Komunikasi Terhadap Kinerja Pegawai pada Dinas Pendidikan Kepulauan Riau. Jurnal Humaniora Dan Ilmu Pendidikan, 2(1), 33–41. https://doi.org/10.35912/jahidik.v2i1.1664

[17]   Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Alfabeta.

[18]   Tjahyanti, S., & Chairunnisa, N. (2020) Pengaruh Kompetensi, Kepemimpinan dan Disiplin Kerja terhadap Kinerja Karyawan PT Gramedia Asri Media Kantor Pusat Jakarta. Media Bisnis P-ISSN: 2085 – 3106 Vol. 12, No. 2, September 2020, Hlm. 127-132