

Research Article

The Influence of Transformasional Leadership Style, Work Ethic, and Employee Competence on Employee Performance at the Population and Civil Registration Office of Rejang Lebong Regency

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Abstract.

Employee performance shows how much employees contribute to the organization, but improving employee performance in an agency is not an easy thing. Many factors that affect employee performance include organizational internal factors such as transformational leadership styles and employee internal factors such as work ethic and employee competence. This study aims to determine and analyze: 1) the effect of transformational leadership style on employee performance; 2) the effect of work ethic on employee performance; 3) the influence of employee competence on employee performance; and 4) the influence of transformational leadership style, work ethic, and competence on employee performance in Disdukcapil of Rejang Lebong Regency. This research is a correlational quantitative research with data collection techniques through questionnaires, interviews, observations, and documentation. The primary data came from questionnaires filled out by 52 of the 60 employees at the Disdukcapil. Respondents were determined through a simple random sampling technique. The survey method uses a closed questionnaire instrument on a Likert scale of 1-5. Secondary data comes from the official website of the Disdukcapil of Rejang Lebong Regency. Data were analyzed using SPSS 16 program with the tested hypothesis using multiple linear regression analysis. The results of the study found: 1) the influence of transformational leadership style on employee performance; 2) there is no influence of work ethic on employee performance; 3) the influence of employee competence on employee performance; and 4) the influence of transformational leadership style, work ethic, and employee competence on employee performance at the Disdukcapil of Rejang Lebong Regency.

Keywords: employee competence employee performance transformational leadership style work ethic

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1. INTRODUCTION

Human resources have a big role in determining the progress of an organization. Employee management is very important for organizations in order to manage, regulate, and utilize employees so that they can function productively to achieve organizational goals (1). However, improving employee performance in an agency is not an easy thing.

Employee performance shows how much employees contribute to the organization, which includes output quality, output quantity, attendance at work, and cooperative nature. Employee performance is the result of defining the performance produced by the employee or the real behavior shown from a number of efforts made on his job in accordance with his role in the organization (2).

Performance is influenced by various factors, both internal employees and internal organizations. Innate factors, such as talent, personal traits, as well as physical and psychological conditions. Meanwhile, the obtained factors, such as knowledge, competence, skills, work ethic, work experience, and work motivation; while the internal organizational factors include robot technology, compensation system, work climate, organizational strategy, leadership style, support for resources needed to carry out the work, as well as management and compensation systems (4).

The work environment, both small and large, requires a leader as a captain to determine the direction in achieving the goal of success. One leadership style that is widely applied by leaders is the transformational leadership style. This is also supported by the results of research conducted by (5) and (6) that transformational leadership affects employee performance. However, another study conducted by Asbari et al. (2020) and (7) shows that transformational leadership has no significant effect on employee performance, but transformational leadership has a positive and significant effect on readiness to change.

Another factor that affects employee performance is work ethic. Work ethic is a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm (3). Research conducted by (8) and (9) shows that the results of the work ethic variable hypothesis have a significant effect on employee performance. However, research conducted by Erni Sukmawati shows that work ethic partially has a negative and insignificant effect on employee performance.

Furthermore, a factor that is no less important in influencing employee performance is competence. Competence according to Boutler in (2) suggests that competence is a basic characteristic of a person that allows him to provide superior performance in certain jobs, roles, or situations. Research conducted by (10) and (11) shows that

competence has a significant effect on employee performance. However, another study conducted by (12) and Hermawati & Hendarto (2021) showed that the competency variable showed a direct negative and insignificant effect on employee performance.

Conceptually, performance 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. The achievement of organizational goals is not released by the organization that is used or run by employees who play an active role as actors in an effort to achieve the goals of the organization. Therefore, individual performance can be said to be the foundation of organizational performance (Lijen, 2016).

At the beginning of the observation on organizational performance conducted by researchers at the Department of Population and Civil Registration of Rejang Lebong Regency related to organizational performance that was already good. The population who already have an electronic ID card in 2016 was 77.34%, in 2017 it was 81.37%, in 2018 it was 96.49%, in 2019 it was 92.26%, and based on DKB data for semester 1 of 2020 it was 93, 15%. Furthermore, families who already have a family card, in 2016 as many as 81.80%, in 2017 as many as 82.55%, in 2018 as many as 93.26%, in 2019 as many as 93.98%, and based on DKB data for semester 1 of 2020 as many as 90 ,65%.

The target population of the program who already has a Birth Certificate for ages 0-18 in 2016 is 70%, in 2017 as many as 88,495, in 2018 as many as 93.44%, in 2019 as many as 97.48%, and based on DKB data for semester 1 of 2020 as many as 92.08%. While the Percentage of Child Identity Card Ownership (KIA) in 2016 and 2017 has not been realized because the program only started in 2019 with a realization of 7.50%. In 2020 the realization is 48.18%.

The SIAK application has 1 application and functions optimally in 2016, 2017, 2018, 2019 and 2020. The next program target is related to the implementation of cooperation (MoU) on the use of population data and service innovation, for 2016 and 2017 there is no such thing at all because there is no such program. for 2018 there is only the socialization stage to using institutions and only 1 OPD is conducting Cooperation and for 2019 of the 4 (four) Regional Apparatus Organizations or Agencies that propose cooperation, all four of them can hold an MoU of cooperation agreement and in 2020 Implementation of Cooperation (MoU) on the use of population data and service innovation. In 2020 it is targeted that 6 (six) OPD propose Cooperation (MoU) and it is targeted that 100% can implement the Cooperation Agreement (MoU) but in 2020 it is not realized due to changes in regulations with the issuance of Minister of Home Affairs Regulation Number 102 of 2019 concerning Granting Right of Access and Utilization of Population Data. So that in 2020 there will be no realization of the MoU on the cooperation agreement for

the use of population data between the Department of Population and Civil Registration with the user's Regional Apparatus Organization (OPD).

From the population administration village indicator, in 2018 there were 15 kelurahan out of 156 kelurahan or 9.62% and in 2019 there were 60 villages out of a total of 156 kelurahan in Rejang Lebong Regency or 38.48% and in 2020 there were 81 villages. sub-district in Rejang Lebong Regency or 51.92%. While on the SAKIP Evaluation Score indicator, in 2016 it got a D score, in 2017 it got a CC score, in 2018 it got a C value, 2019 got a score, and in 2020 it got a B value, and the Medium Society. The new public service satisfaction index (SKM) was calculated independently in 2020 with an index value of 76.81. From the data above, it can be seen that all indicators can be said to have increased from year to year although there are some indicators that are not in accordance with the work targets that have been set.

Good organizational performance at the Population and Civil Registry Office of Rejang Lebong Regency is also in line with the performance of existing employees. This is evidenced by the good value of the Employee Work Target (SKP) at the Rejang Lebong Regency Population and Civil Registry Office in 2021 as follows:

From the table above, it can be seen that all ASN in the Department of Population and Civil Registration of Rejang Lebong Regency achieved good grades in achieving work targets. The value obtained is the integration of the results of the PNS performance assessment which includes the sum of the performance scores in 2021. The highest score was achieved by Drs. Muradi as the head of the service with a score of 103.55 and the lowest score was obtained by Alex Purnomo as the executor with a score of 95.55.

However, the available data contradicts the facts on the ground. The high value of the performance targets achieved and almost perfect attendance are not in line with the service and satisfaction received by the community. Researchers have made preliminary observations that aim to see community satisfaction related to the services they receive. In addition, other observations were also carried out by researchers to see the services provided by employees of the Population and Civil Registration Office of Rejang Lebong Regency. The results of these two observations can be seen below.

From the data taken from the distribution of questionnaires to 20 people on June 7, 2022, the aim is to determine the satisfaction with the services felt by the community after receiving services at the Population and Civil Registry Office of Rejang Lebong Regency. As a result, there were 10 people who expressed low satisfaction, 6 people felt moderately satisfied, and 4 people felt high satisfaction. In addition, to observe more deeply, the researchers also distributed questionnaires to determine the quality

TABLE 1: Assessment of Employee Work Targets at the Population and Civil Registration Office of Rejang Lebong Regency in 2021.

No.	Name	Position	Civil Servant Performance Value	Description
1.	Drs. Muradi	Head of Department	103.55	Good
2.	Arfandi, S.Sos	Secretary	102.19	Good
3.	Ikhwan Setyawan, SH	Head of Population Registration Service	102.21	Good
4.	Herlina, S.Sos	Head of Data Utilization & Service Innovation	100.98	Good
5.	Hartati, SH	Head of Data Utilization & Service Innovation	101.19	Good
6.	Mega Ningsih, SE	Head of Data Utilization & Service Innovation	99.47	Good
7.	Syarifah, SE	Head of Data Utilization & Service Innovation	80.12	Good
8.	Irfan Rinaldi, SE	Head of Data Utilization & Service Innovation	102.19	Good
9.	M. Yusuf, S.Sos	Head of Data Utilization & Service Innovation	100.02	Good
10.	Ely Susanti, SE	Head of Data Utilization & Service Innovation	102.05	Good
11.	Elia, S.Sos	Head of Data Utilization & Service Innovation		Good
12.	Renny Leovita. S, SH., MH	Head of Data Utilization & Service Innovation	101.08	Good
13.	Siswan Ariko, SE	Head of Data Utilization & Service Innovation	100.06	Good
14.	Eriyanti, S.Sos	Head of Data Utilization & Service Innovation	100.93	Good
15.	Lely Suryani	Head of Data Utilization & Service Innovation	99.91	Good
16.	Hefni Hayati, SE	Head of Marriage and Divorce	101.11	Good
17.	Yesi Yulianti, S.IP	Head of Birth	98.84	Good
18.	Hendri, ST	Head of Changes in Child Status, Citizenship, and Death	100.09	Good
19.	Juli Endra, S.IP	Plt. Head of Population Administration Information System	96.90	Good
20.	Yulianti, S.Kom2	Plt. Head of Information and Communication Technology Governance and HR	99.49	Good
21.	Henny Kurniaty, SE., MM	Executor	98.03	Good
22.	Drs. H. Edi Ansori	Executor	95.72	Good
23.	Yuli Artati, S.Sos	Executor	97.00	Good
24.	Frengky Trivollta, S.Sos	Executor	96.45	Good
25.	Alex Purnomo	Executor	95.55	Good
26.	Apri Andes Parman	Executor a	99.39	Good

Source: Employee Work Target (SKP) 2021 Population and Civil Registration Office of Rejang Lebong Regency (2022)

TABLE 2

Table 2. Initial Observation of Community Satisfaction at the Population and Civil Registry Office of Rejang Lebong Regency		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	10	50.0	50.0	50.0
	Currently	6	30.0	30.0	80.0
	High	4	20.0	20.0	100.0
	Total	20	100.0	100.0	100.0

Source: Author (2022)

of services at the Population and Civil Registry Office of Rejang Lebong Regency. Observation data related to service quality can be seen in the table below.

TABLE 3: Initial Observation of Service Quality for Population and Civil Registration Employees in Rejang Lebong Regency.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	5	25.0	25.0	25.0
	Currently	6	30.0	30.0	55.0
	High	9	45.0	45.0	100.0
	Total	20	100.0	100.0	100.0

Source: Author (2021)

From the data taken from the scale distribution to 20 people on October 25, 2021 which aims to determine the quality of services provided by employees at the Population and Civil Registration Office of Rejang Lebong Regency to the community, there are 5 people who think that the quality of service is low, 6 people people who think that the quality of service is moderate, and 9 people who think that the quality of service is in the high category. Furthermore, the Bengkulu Province Representative Ombudsman carried out public service standards in 2019. As a result, there were two regions in Bengkulu Province that were predicated as red zones or had not complied with public service standards mandated by Law Number 25 of 2009 concerning Public Services. The two regions are the Rejang Lebong Regency Government with the lowest score of 45.41 (Ombudsman of the Republic of Indonesia, 2019).

Based on empirical observations that the performance of employees at the Department of Population and Civil Registration of Rejang Lebong Regency is still low. This shows that in completing the main task as a service provider organization a region should prioritize the quality of work, quantity of work and timeliness. However, the phenomenon that has occurred so far is that many of the main tasks have not been completed according to the targets that have been set. Thus, the existing human resources at the Department of Population and Civil Registration of Rejang Lebong Regency have not shown performance in accordance with the needs. This phenomenon is a real condition that occurs and is related to the practice of leadership, work ethic, and employee competence in the Disdukcapil Rejang Lebong Regency.

In order to improve the performance of employees seen from the background above, they still show symptoms or phenomena that are still low, so that in an effort to improve performance to achieve the target of improving public services at the Population and Civil Registry Office of Rejang Regency, Lebong Regency, this research needs to be done.

2. LITERATURE REVIEW

This section presents a review of previous researches or literatures which discuss relevant theme. It is recommended to discuss new literatures from journal, proceeding, thesis or dissertation.

2.1. Public Administration

Public administration is a function of decision-making, planning, formulation of goals and objectives, mobilizing cooperation with the DPR and community organizations to obtain popular support and funds for government programs, stabilization and organizational change, recruitment and supervision of employees, leadership, communication, and control. and others run by the executive and other government agencies (Caiden, 1982). Public administration is a form of cooperation carried out by a group of people or institutions in carrying out government duties in meeting public needs efficiently and effectively (Pasolong, 2007). Public administration is an activity to serve the community and or public service activities in implementing policies obtained from other parties (Hughes, 1994). In public administration there are two concentrations, namely public management and public policy. This research focuses on public management.

2.2. Public Management

Public management according to Keban (2004) states that public management is not “policy analysis” or public administration. According to Shafritz and Russell, Public Management is defined as an effort to be responsible for running a public organization by utilizing organizational resources as much as possible to achieve organizational goals. The same thing was stated by Wijaya & Danar (2014) that public management focuses on the internals of a public sector agency by regulating the agencies to achieve the goals that have been set optimally in utilizing organizational resources.

Then (13) tried to divide the paradigm of state administration into three major groups, namely Old Public Administration (OPA), New Public Management (NPM), and New Public Service (NPS). This research is included in the New Public Service (NPS).

2.3. Employee Performance

According to (2) stated that employee performance is the level of completion of tasks that make up the work of employees. Shields (2006) states that employee performance is an output produced through a behavior or work effort carried out as an application of the knowledge, skills, and competencies they master. Meanwhile, according to Simamora (2006:34), employee performance is work performance, namely the comparison between work results that can be seen in real terms with work standards that have been set by the organization. Based on the above definition, it can be concluded that employee performance is a result achieved by employees in their work according to certain criteria that apply to a particular job.

2.3.1. Factors Affecting Employee Performance

According to Simamora (1995), employee performance is influenced by three factors:

1. Individual factors consisting of ability, **competence**, expertise, background, and demographics;
2. Psychological factors consisting of perception of attitude, **work ethic**, personality, learning, and motivation;
3. Organizational factors consisting of resources, leadership, rewards, structure and job design.

2.3.2. Employee Performance Indicators

(2) stated that employee performance indicators that greatly affect organizational performance are as follows:

- a. Employee Work Quality
- b. Employee Work Quantity
- c. Professional Standard
- d. Employee Creativity

2.4. Leadership

According to Gary Yukl (1994: 4), leadership is an influencing process, which influences the interpretation of events for followers, the choice of goals for the group or bureaucracy, the organization of work activities to achieve these goals. Stoner (1996: 1) who argues that leadership is the process of directing and influencing activities related to the work of group members. Furthermore, Rost (1993) explains that leadership is a mutually influencing relationship between leaders and followers (subordinates) with the goal of real change to achieve common goals.

From the above opinion, it can be concluded that leadership is a process of activity between the person who leads and the person being led, which in this dynamic talks a lot about how the leader's ability to encourage followers to unite in bringing the organization to achieve the goals and mission of the organization.

2.4.1. Leadership Style

According to Davis and Newstrom (1995), leadership style is the overall pattern of leader actions as perceived by their employees. Kartono (2008:34) states that leadership style is the nature, habit, temperament, character and personality that distinguishes a leader in interacting with others. While Thoha (2010: 49) suggests that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates. From this explanation, it can be concluded that leadership style is a process or strategy applied by a leader to be able to influence employees to help achieve the goals of an organization.

Draft (2006) describes the four leadership styles in question including Transformational Leadership, Charismatic Leadership, Coalition Leadership, and Machiavellian Leadership.

2.4.2. Transformasional Leadership Style

Robbins and Judge mention that transformational leadership is a leader who gives consideration and intellectual stimulation to individuals and has charisma (4). Meanwhile, according to O'Leary (2001), transformational leadership is the leadership style used by a leader if he wants a group to expand and have performance beyond the status quo or achieve an entirely new set of organizational goals. Furthermore, according to Danim (2004: 54) states that transformational leadership is the ability of a leader to work with and/or through other people to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined achievement targets.

Based on this description, it can be concluded that transformational leadership is a leadership style that is used to increase awareness and motivate followers to do something beyond possible expectations for the good of the group.

2.4.3. Transformasional Leadership Style

According to (4), transformational leadership has indicators that affect performance, including:

1. Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individualized consideration

2.5. Work Ethic

Work ethic is an attitude that arises of its own will and awareness based on a system of cultural value orientation towards work or an ethos that shows attitudes, personality, character, character, and beliefs about something (3)). Work ethic is a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm (3). In addition, according to Sinamo (2011) states that work ethic is a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, accompanied by a total commitment to an integral work paradigm.

Based on some of the definitions above, it can be concluded that work ethic is a set of work behaviors that include values that drive, standards to be achieved including main

character, basic thoughts, code of ethics, moral code, and code of behavior, principles that arrange.

2.5.1. Work Ethic Indicators

To find out whether the work ethic or employee morale in a company is in high or low conditions, it can be seen from the following indicators (3):

- a. Smart Work
- b. Hard Work
- c. Sincere Work

2.6. Employee Competence

Competence is referred to as the capacity that exists in someone who can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results (3). Meanwhile, according to (2) suggests that competence is a basic characteristic of a person that allows him to provide superior performance in certain jobs, roles, or situations. Furthermore, (4) states that competence is a human characteristic related to performance effectiveness, this characteristic can be seen as a style of acting, behaving, and thinking.

From several existing definitions, it can be concluded that competence is the assignment of an attitude and appreciation skill task needed to support the success of an organization such as acting, behaving, and thinking styles with effective performance in carrying out tasks and roles.

2.6.1. Employee Competency Indicators

(2) explain some of the indicators contained in the concept of competence are as follows:

1. Knowledge
2. Understanding
3. Skill
4. Value
5. Attitude
6. Interest

3. METHOD

In the Method section, state what the method or approach was used in the study, how the data was collected, and how it was analyzed.

This type of research is quantitative research with the research design used is quantitative correlation. According to Arikunto (2002) correlational research is research that is intended to determine whether there is a relationship and if there is how close the relationship is and whether or not the relationship is meaningful. Respondents in this study were employees of the Department of Population and Civil Registration of Rejang Lebong Regency. the number of samples in this study were 52 people. The number of samples was obtained based on the population table of Krejcie and Morgan (1970). In this study the sampling technique used is Simple Random Sampling. Simple Random Sampling is the taking of sample members from the population which is carried out randomly without regard to the strata that exist in the population.

The data used in this study are primary data and secondary data. primary data in the form of questionnaires that have been filled out by employees at the Department of Population and Civil Registration of Rejang Lebong Regency. The questionnaire was also built in a closed numerical scale and ordinal scale with a Likert scale measurement of 1-5. While secondary data was obtained through official documentation from the Department of Population and Civil Registration of Rejang Lebong Regency.

Analysis of the data used to measure the hypothesis will be tested using multiple linear regression. Data analysis was carried out by quantitative analysis expressed in numbers and calculations using descriptive methods assisted by the 2016 SPSS program application. According to Sugiyono (2011), descriptive statistics are statistics used to analyze data that has been collected as it is without intending to draw conclusions. applies to the general or generalization. Data analysis was carried out to determine the effect of transformational leadership style, work ethic, and employee competence on employee performance at the Population and Civil Registration Office of Rejang Lebong Regency. The prerequisite tests used in this research are linearity test, normality test, and multi-collinearity test.

4. RESULT AND DISCUSSION

4.1. Descriptive Analysis

4.1.1. Description of Employee Performance Data

Based on the results of the analysis of the employee performance scale, the average value of the employee performance score based on the results of the analysis was obtained at 33,596 and the standard deviation of 5.482. Based on the standard deviation and the ideal mean, the categorization of employee performance is in the low category of 5 people (9.62%), moderate 23 people (44.24%), high 18 people (34.60%) and very high 6 people (12%) . If you look at the average value of the employee performance score of 33,596, it can be concluded that the employee's performance is included in the medium category.

TABLE 4: Description of Employee Performance Categories.

Normal	Categori	Interval	Frequency	Presentage
$x \leq \mu - 1,5\sigma$	Very Low	$X \leq 19,5$	0	0%
$\mu - 1,5\sigma < x \leq \mu - 0,5\sigma$	Low	$19,5 < X \leq 26,65$	5	9,62%
$\mu - 0,5\sigma < x \leq \mu + 0,5\sigma$	Currently	$26,65 < X \leq 33,5$	23	44,24%
$\mu + 0,5\sigma < x \leq \mu + 1,5\sigma$	High	$33,5X \leq 40,05$	18	34,60%
$\mu + 1,5\sigma < x$	Very High	$40,05 < X$	6	12,%
Total			52	100%

Source: Author (2022)

4.1.2. Description of Transformasional Leadership Style Data

Based on the results of the transformational leadership style scale analysis, the average score based on the analysis results is 43,115 and the standard deviation is 5,949. Based on the standard deviation and the ideal mean, the transformational leadership style categorization is low 1 person (1.9%), moderate 18 people (34.7%), high 21 people (40.3%) and very high 12 people (23.1%) . If you look at the average score of the transformational leadership style of 43.115, it can be concluded that the transformational leadership style is included in the high category.

4.1.3. Description of Work Ethic Data

Based on the results of the work ethic scale analysis, the average score based on the analysis results is 42,519 and the standard deviation is 4,729. Based on the standard deviation and the ideal mean, the categorization of work ethic is 16 people (30.7%), high

TABLE 5: Description of transformational leadership style categories.

Normal	Categori	Interval	Frequency	Presentage
$x \leq \mu - 1,5\sigma$	Very Low	$X \leq 24$	0	0%
$\mu - 1,5\sigma < x \leq \mu - 0,5\sigma$	Low	$24 < X \leq 32$	1	1,9%
$\mu - 0,5\sigma < x \leq \mu + 0,5\sigma$	Currently	$32 < X \leq 40$	18	34,7%
$\mu + 0,5\sigma < x \leq \mu + 1,5\sigma$	High	$40 < X \leq 48$	21	40,3%
$\mu + 1,5\sigma < x$	Very High	$48 < X$	12	23,1%
Total			52	100%

Source: Author (2022)

30 people (57.7%) and very high 6 people (11.6%). If you look at the average work ethic score of 42.519, it can be concluded that the work ethic is included in the high category.

TABLE 6: Description of work ethic categories.

Normal	Categori	Interval	Frequency	Presentage
$x \leq \mu - 1,5\sigma$	Very Low	$X \leq 24$	0	0%
$\mu - 1,5\sigma < x \leq \mu - 0,5\sigma$	Low	$24 < X \leq 32$	0	0%
$\mu - 0,5\sigma < x \leq \mu + 0,5\sigma$	Currently	$32 < X \leq 40$	16	30,7%
$\mu + 0,5\sigma < x \leq \mu + 1,5\sigma$	High	$40 < X \leq 48$	30	57,7%
$\mu + 1,5\sigma < x$	Very High	$48 < X$	6	11,6%
Total			52	100%

Source: Author (2022)

4.1.4. Description of Employee Competence Data

Based on the results of the employee competency scale analysis, the average score based on the analysis results is 27.615 and the standard deviation is 5.118. Based on the standard deviation and the ideal mean, the categorization of employee competencies is low 6 people (11.5), 18 people (34.7%), high 15 people (28.8%) and very high 13 people (25%). If you look at the average value of the employee competency score of 27.615, it can be concluded that the employee's competence is included in the medium category.

4.2. Analysis Prerequisite Test

TABLE 7: Description of employee competency categories.

Normal	Categori	Interval	Frequency	Presentage
$x \leq \mu - 1,5\sigma$	Very Low	$X \leq 16,05$	0	0%
$\mu - 1,5\sigma < x \leq \mu - 0,5\sigma$	Low	$16,05 < X \leq 21,35$	6	11,5%
$\mu - 0,5\sigma < x \leq \mu + 0,5\sigma$	Currently	$21,35 < X \leq 26,65$	18	34,7%
$\mu + 0,5\sigma < x \leq \mu + 1,5\sigma$	High	$26,65 < X \leq 31,95$	15	28,8%
$\mu + 1,5\sigma < x$	Very High	$31,95 < X$	13	25%
Total			52	100%

Source: Author (2022)

4.2.1. Normality Test

Based on the results of the normality test listed in the table, it is known that the Kolmogorov-Smirnov Z value is 0.780 with a significance value of 0.577 which has a P value exceeding 0.05, then all the variables studied have a normal distribution.

TABLE 8: One-Sample Kolmogorov-Smirnov test.

		Unstandardized Residual
	N	52
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.67428325
Most Extreme Differences	Absolute	.108
	Positive	.075
	Negative	-.108
Kolmogorov-Smirnov Z		.780
Asymp. Sig. (2-tailed)		.577
a. Test distribution is Normal.		

Source: Author (2022)

4.2.2. Linearity Test

The table below shows that in deviation from linearity, all regression models have a P value > 0.05, so it can be concluded that the effect of all independent variables on the dependent variable is linear.

TABLE 9: Summary of Linearity Test Results.

Variable	F	P	Description
Transformasional leadership style	1,766	0,079	Linear
Work ethic	1,246	0,285	Linear
Employee competence	1,951	0,408	Linear

Source: Author (2022)

4.2.3. Multicollinearity Test

The table below shows that the VIF value is < 10 so it can be concluded that there is no collinearity in the model.

TABLE 10: Multi Collinearity Test Results.

Variable	VIF	Description
Transformasional leadership style	2,057	Not collinear
Work ethic	2,399	Not collinear
Employee competence	1,265	Not collinear

Source: Author (2022)

4.3. Hypothesis Test

4.3.1. Multiple Regression

4.3.1.1 Major Hypothesis Testing

From the data analysis, it is known that the magnitude of the correlation coefficient between the influence of transformational leadership style, work ethic, and employee competence on employee performance at Disdukcapil, obtained a score of $R = 0.873$ with $p = 0.000$ ($p < 0.05$) or $F_{count} > F_{table}$ ($51.227 > 2.839$) so that the hypothesis is accepted.

4.3.1.2 First Minor Hypothesis Test

The data obtained from the results of data analysis is known that the magnitude of the correlation coefficient between the variables of transformational leadership style on the performance of the employees of the Population and Civil Registration Office of Rejang Lebong Regency. obtained a partial of 0.801 with a value of $p = 0.000$ ($p < 0.05$) or $T_{count} > T_{table}$ ($9.278 > 2.011$) so that the first hypothesis is accepted.

4.3.1.3 Second Minor Hypothesis Test

The data obtained from the results of data analysis is known that the magnitude of the correlation coefficient between the work ethic variables on the performance of employees at the Department of Population and Civil Registration Rejang Lebong Regency. partial obtained is -0.220 with p value = 0.125 ($P > 0.05$) or T count $> T$ table ($-1.562 < 2.011$) so that the second hypothesis is rejected.

4.3.1.4 Third Minor Hypothesis Test

The data obtained from the results of data analysis is known that the magnitude of the correlation coefficient between the variables of employee competence on employee performance in Disdukcapil. obtained partial of 0.285 with a value of $p = 0.045$ ($P < 0.05$) or Tcount $> T$ table ($2.063 > 2.011$) so that the third hypothesis is accepted.

4.3.1.5 Coefisien of Determination Analysis

Based on the output below, it is known that the R square value of 0.762 is represented ($0.762 \times 100\% = 76.2\%$). This means that transformational leadership style, work ethic, and employee competence simultaneously have an effect on employee performance of 76.2% while the remaining 23.8% is explained by other variables not examined.

TABLE 11: Results of the Coefficient of Determination.

Model	R	R ²	Adjusted	Std. Error off the Estimate
1	0,873	0,762	0,747	2,757

Source: Author (2022)

4.3.1.6 Effective Contribution

The table below shows that the variable that has a larger effective contribution is transformational leadership style, at 80.488%, while the smaller effective contribution is employee competence at 5.461%.

TABLE 12: Effective Contribution.

Variable	R ² change (SE)
Transformasional leadership style	80,488%
Work ethic	9,724%
Employee competence	5,461%
Total	95,673%

Source: Author (2022)

5. CONCLUSION

Based on the results of the analysis and discussion of the influence of transformational leadership style, work ethic, and employee competence on employee performance at the Disdukcapil Rejang Lebong, it can be concluded as follows:

1. There is a positive influence between transformational leadership style, on the performance of employees in the Department of Population and Civil Registration of Rejang Lebong Regency. That is the higher the transformational leadership style, the higher the performance of employees at the Department of Population and Civil Registration of Rejang Lebong Regency.
2. There is no influence between work ethic on employee performance at the Population and Civil Registration Office of Rejang Lebong Regency.
3. There is a positive influence between employee competence on employee performance at the Department of Population and Civil Registration of Rejang Lebong Regency. That is the higher the competence of employees, the higher the performance of employees at the Department of Population and Civil Registration of Rejang Lebong Regency.
4. There is a positive influence between transformational leadership style, work ethic, and employee competence on employee performance at the Population and Civil Registration Office of Rejang Lebong Regency. That is the higher the transformational leadership style, work ethic, and competence of employees, the higher the performance of employees at the Population and Civil Registration Office of Rejang Lebong Regency.
5. In this study, the largest effective contribution was from the transformational leadership style variable, while the smallest effective contribution was from the employee competence variable.

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