

**ANALYSIS OF THE INFLUENCE OF EDUCATION LEVELS,  
TRANSFORMATIONAL LEADERSHIP, AND SELF-EFFICACY ON THE  
PERFORMANCE OF VILLAGE GOVERNMENT APPARATUS IN  
PURWOJATI DISTRICT, BANYUMAS REGENCY**

**Fatmah Bagis<sup>1)</sup>, Timbang Apit Afifah<sup>2)</sup>, Akhmad Darmawan<sup>3)</sup>, Naelati Tubastuvi<sup>4)</sup>,  
Mastur Mujib Ikhsani<sup>5)</sup>**

Universitas Muhammadiyah Purwokerto

E-mail: [fatmahbagis2014@gmail.com](mailto:fatmahbagis2014@gmail.com)

**Abstract:** The purpose of this study was to examine the role of education level, transformational leadership, and self-efficacy on the performance of village government officials in Purwojati District, Banyumas Regency. The sample came from the entire population, namely village government officials in Purwojati Regency totaling 180 respondents. This study uses a quantitative approach method. Social cognitive theory is used as the basis for the theory of the relationship between the variables studied. The data were processed using multiple linear regression analysis and the results showed that the level of education and self-efficacy had a positive and significant effect on performance, while transformational leadership had no effect on performance. Based on the test results of the adjusted R2 coefficient of determination of 55.90%.

**Keywords:** *Education Level, Transformational Leadership, Self-Efficacy, Performance*

---

## **1. Introduction**

The village is the smallest unit that has its own uniqueness in it and plays a strategic role in the success of a country's development (Mahardika & Firdaus, 2022). In essence, because of national success based on development, rural areas are the main policy concern in national development (Kumendong et al, 2019). Purwojati Subdistrict located in Banyumas Regency has 10 villages, including Purwojati, Gerduren, Kaliurip, Karangtalun Kidul, Karangtalun Lor, Klapasawit, Kaliputih, Kalitapen, Karangmangu, and Kaliwangi Villages. Each village has a village government organizational structure consisting of the Village Head, Village Apparatus and Village Consultative Institutions (BPD).

The success of a public service is based on the standard of service. Service standards are benchmarks that are used as guidelines for service delivery and a reference for assessing service quality as an obligation and promise of the operator to the community in the context of quality, fast, easy, affordable, and regular services (Hartati, 2022). In addition, the success of an organization or agency comes from the human resources in it, so that proper management or management needs to be considered (S. Akbar, 2018). Organizations must be able to create situations and conditions that encourage and enable employees to develop abilities and skills optimally, especially in terms of performance (Bagis, 2019). This is because the quality of human resources affects performance. The better the quality of human resources, the better the performance of employees, but the worse the quality of human resources, the lower the performance of employees (Nur et al, 2019). If the company has employees with good

performance, maximum productivity can increase the company's expected target so that the company can compete and even last a long time (Bagis, 2021).

Employee performance can be influenced by the level of education, which is a process of changing a person's attitudes and behavior with training and teaching efforts (Koni, 2018). Currently, the condition of the Village Government apparatus in Purwojati District in general that there are still many who do not understand technology such as making letters that are not in accordance with regulations and are less able to think critically. This condition shows that the level of education affects the ability of the village government apparatus which ends in the resulting performance.

As the results of the research conducted by Patarai et al (2018), Sebayang & Rajagukguk (2019), Subandrio & Asminawati (2022), Putri et al (2022) and Ihsanuddin et al (2022) obtained results of education level have a positive and significant influence on employee performance, but differ in the results of research from Kereh et al (2018) dan Pongoh et al (2021) that the level of education has a negative and insignificant effect on employee performance.

In addition to the level of education that can affect employee performance, namely leadership style, because leadership is the driving force for all resources in an organization (Alaslan, 2020). The best leadership model or style in explaining the characteristics of a leader is the transformational leadership style (Butsi, 2019). Transformational leadership is leadership with efforts to transform values so that the motivation, awareness, and performance of an employee increase (B.K Taufik, 2019).

Transformational leadership in Village Government in Purwojati Subdistrict is characterized by providing direction, motivation and inspiration from leaders to their subordinates in every meeting so that the vision or goal can be achieved according to the target and even beyond it, and the leader individually provides concern for the problems faced by his subordinates so as not to get complaints from the community against village government services. However, in reality, the community still receives poor services such as indifferent attitude or disrespectful behavior, late response to community complaints, and even there is still a levy of administrative fees from village officials without the knowledge of the village leader. The issue explained that the low value transformation from the village government leader to his subordinates caused the resulting performance to be low as well. In accordance with the results of the research conducted by Saharuddin et al (2022), Fahren et al (2019), L. Akbar & Imaniyati (2019), Soelton & Yasinta (2018), and Parlindungan et al (2021) Obtained transformational leadership results have a positive and significant effect on employee performance, but based on the results of research from Fairy et al (2019) and Purwati & Wijaya (2019) explains that transformational leadership negatively and insignificantly affects employee performance.

The next factor that can affect employee performance is self-efficacy. Self-efficacy refers to a person who has confidence in his ability to carry out tasks so that the necessary results can be achieved (Sutisna & Agustina, 2022). According to Moorhead & Griffin (2013) (in Khaerana, 2020), a person if he has high self-efficacy then that person can perform well against his duties. Currently, there are still many village government officials, both village officials and BPD members in Purwojati Subdistrict who do not have the ability when given the mandate to lead or coordinate an event, because of the lack of confidence in their abilities, the situation shows that with low self-efficacy, village government employees will doubt their ability to accept the assigned tasks. In accordance with the results of the research conducted by Sulastri & Uriawan (2020), Nurbaya & Basyir (2019), Masoko et al (2022), Saragih & Siahaan (2021) and Rismaya

(2020) results were obtained that self-efficacy had a positive and significant effect on employee performance, but was different from the results of research from Nurfajar et al (2018) and Handayani (2020) which shows the result that self-efficacy has a negative and insignificant effect on employee performance. This study aims to analyze the influence of education levels, transformational leadership and self-efficacy on the performance of village government apparatus in Purwojati District, Banyumas Regency.

The scope of this study was conducted on all Village Government apparatuses throughout Purwojati District, Banyumas Regency which consisted of independent variables (X), namely the Level of Education (X1); Transformational Leadership (X2); and Self-Efficacy (X3). As for the dependent variable (Y), namely Employee Performance.

## **Literature Review**

### *Social Cognitive Theory*

Social cognitive theory was first coined by Albert Bandura in the 1970s and 1980s (Yanuardianto, 2019). Social cognitive theory or social cognitive theory, is the consequences of behavior that affect behavior. The possibility that occurs in the future is a valued response, while the possibility that will be stopped is a punished response. Social cognitive theory also explains that individual behavior is influenced by the environment, and vice versa that the environment is influenced by individual behavior. So that between the environment, behavior and other social factors influence each other or interact reciprocally which is also called reciprocal determinism (Simamora, 2001). Social cognitive theory emphasizes the importance of seemingly self-experienced learning, symbolic thought processes, and self-regulatory processes for understanding human behavior.

### *The Effect of Education Level on Performance*

Performance is a real behavior that everyone produces as a work achievement produced by a person in accordance with his role in an organization (Darmawan, 2021). A person's attitude, one of which is influenced by the level of education. The level of higher education possessed by a person can allow a person to be easier to assimilate and integrate it into the daily life style (Purwani & Istiyanto, 2022). An individual must have difficulty developing an organization if without sufficient education and knowledge in the background of his field of work (Supriyatna, 2020). The level of education is very important in improving the performance of employees of a state agency, so that organizations or government agencies see human resources that will be empowered from their level of education (Afwandi et al, 2022).

This is in line with the research conducted by Sitompul & Susanti (2018) in employees of PT. Pekanbaru Sunshine Center and Roza et al (2021) in employees of the West Sumatra Provincial Education Office, that the level of education has a significant positive effect on performance. Moreover, Setyawan et al (2018) on the village apparatus in Bunga Jadi Village, Muara Kamar District and Siregar et al (2022) employees of the Labuhanbatu District Transportation Office showed the results of the study that there was a positive and significant influence between education and performance. Likewise with the research conducted by Ratu et al (2018) in employees of the Manado City Environment Agency, namely obtaining results that education has a positive and significant influence on performance.

H1: The level of education has a positive and significant effect on employee performance.

*The Effect of Transformational Leadership on Performance*

Transformational leadership according to Bass (2009) (in Putra et al, 2019) describes that transformational leadership is a leadership style that is able to arouse the motivation of employees so that they are able to achieve performance at a high level exceeding their expectations as employees. Transformational leadership is also one of the appropriate leadership styles to face all changes and is a leader style that is able to respond to the proactive nature of his subordinates (Sumarno et al, 2022). The subordinate implications of transformational leaders are trust, awe, commitment, and a sense of attachment to the organization, so that transformational leadership has a positive influence on employee performance (Alsa et al, 2022).

This is in line with the research conducted by Aryoko (2020) on village officials in Madukara District, Banjarnegara Regency and Anggara et al (2022) in employees of the Tabanan Regency Government Transportation Office, the transformational leadership style has a positive and significant influence on performance.

Similarly, the research conducted by Karundeng et al (2022) in employees in Ranowulu Subdistrict, Bitung City, the level of education has a positive and significant effect on performance. In addition, the research conducted by Apriansyah et al (2021) employees of the South Tangerang City Regional Election Commission also stated that transformational leadership has a significant positive effect on performance.

H2: Transformational leadership has a positive and significant effect on employee performance.

*The Effect of Self-Efficacy on Performance*

Bandura (2012) (in Sofiatun & Mansyur, 2021) explains that self-efficacy is a reference to a person's assessment of his or her ability to motivate and the cognitive resources mobilized to meet demands, so that self-efficacy can be said to be a mirror of the individual's capacity to manage the potential possessed against certain conditions. Self-efficacy is one of the factors that affect employee performance (Khaerana, 2020). In accordance with the previous explanation, indirectly high self-efficacy in a person can improve his performance through innovations made (Khildani et al, 2021)

This is in line with the research conducted by Izzah (2022) on teaching students partner PLP of Economic Education Study Program FKIP Riau University and Pauzi et al (2022) in employees of PT. Ultimedia Group Saudara Sukabumi obtained the results that self-efficacy affects the performance of employees or employees positively and significantly. It is also corroborated by research from N.W. A. Putra & Wulandari (2021) p there are employees of The Abianseml Cluster V Primary School, Badung Regency as well as Marpaung et al (2022) in employees of the Sibolga City Library Office that self-efficacy has a positive and significant effect on performance. Research from Agustina et al (2022) employees of the West Java Provincial Library and Archives Office also revealed that self-efficacy has a significant positive influence on performance.

H3: Self-efficacy has a positive and significant effect on employee performance.

## **2. Research Method**

This research was conducted on employees or village government officials in Purwojati Subdistrict with a total population of 180 employees. The entire population was sampled in this

study with details of respondents 10 Village Heads, 100 Village Officials, and 70 BPD employees. The distribution of the questionnaire was carried out directly with a response rate of 100%. Multiple linear regression analysis was used in this study.

### **3. Results**

Data processing is done using the SPSS method. The research results can be seen as follows:

#### **Validity and Reliability Test Results**

The significance test was carried out by comparing the calculated  $r$  value with the table  $r$  for degree of freedom ( $df$ ) =  $n-2$  ( $180-2 = 178$ ) so that a figure of 0.1230 was obtained. Of the four variables studied, all of them were declared valid, because the calculated  $r$  value of these four variables is greater than the table  $r$  value (0.1230) (Ghozali, 2018). In addition, the reliability test is a measure of respondents' stability and consistency in answering matters related to question constructs which are the dimensions of a variable and are arranged in a questionnaire form. Reliability test can be carried out jointly on all question items, if the Cronbach Alpha value  $> 0.60$  then reliable, showing the level of consistency and accuracy of the measurement results (Sujarweni, 2015).

#### **Classical Assumption Test Results**

Based on the results of the output SPSS Kolmogorov-Smirnov test, the value of Asymp. Sig (2-tailed) of 0.200 then it can be concluded that the residual unstandardized data is normally distributed, due to the Asymp. Sig (2-tailed)  $> 0.05$ . This study is a regression model said to be free of multicollinearity if it has a Variance Inflation Factor (VIF)  $\leq 10.00$  and has a Tolerance (TOL) number of  $> 0.10$ . The results of the analysis showed that the tolerance value of each variable was not below 0.10 (the tolerance value of the education level was 0.740, the transformational leadership was 0.877, and the self-efficacy was 0.785), as well as the VIF value was not above 10 (the VIF value of the education level was 1.352, the transformational leadership was 1.141, and the self-efficacy was 1.274). Based on these data, this research data is free from multicollinearity.

The heteroskedasticity test data is carried out using the glejser method, namely by regressing the free variable against its absolute residual value, the data is declared free from heteroskedasticity if the regression results show a probability value of significance  $> 0.05$ . The test results obtained that the significance value of the education level variable was 0.418, the significance value of the transformational leadership variable was 0.276, and the significance value of the self-efficacy variable was 0.215. In accordance with these results, it can be said that the significant value of all variables  $> 0.05$ , then the regression model is free from heteroskedasticity.

#### **Determination Test Results**

The Adjusted R-square value of the regression model formed in this study was 0.559 which showed that the independent variables (level of education, transformational leadership, and self-efficacy) in explaining dependent variables (employee performance) were 55.90%, the remaining 44.10% was explained by other variables that were not included in this study.



**Table 1. Determination Test Results ( $R^2$ )**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,753 <sup>a</sup>	0,567	0,559	0,20436

Source: data processing

**F Test Results**

Based on the ANOVA test, the values of  $f$  and  $f$  of the table are  $76,764 > 2.66$  with a significance level of 0.000. The probability of 0.000 is much smaller than 0.05 hence the  $f$  test regression model can be used to predict employee performance. The analysis can be concluded that the regression model is declared fit or suitable.

**Table 2. F Test Results**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9,617	3	3,206	76,764	0.000 <sup>b</sup>
	Residual	7,350	176	0,042		
	Total	16,967	179			

Source: data processing

**Multiple Linear Regression Analysis Test Results**

Multiple linear regression analysis was performed to measure the strength of the relationship between two or more variables which also showed the direction of the relationship between the dependent variable and the independent variable.

**Table 3. Multiple Linear Regression Analysis Test Results**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,203	0,222		5,416	0,000
	Education Level	0,328	0,042	0,455	7,889	0,000
	Transformational Leadership	0,076	0,043	0,094	1,775	0,078
	Self-efficacy	0,317	0,046	0,383	6,839	0,000

Source: data processing

Based on the results of the multiple linear regression analysis, the regression equation can be compiled as follows:

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + e$$

$$Y = 1,203 + 0,328X_1 + 0,076X_2 + 0,317X_3$$

The regression equation can be interpreted as follows:

$\alpha$  = The constant value ( $\alpha$ ) shows a positive value of 1.203 stating that if the level of education (X1), transformational leadership (X2), and self-efficacy (X3) is zero or remains unchanged, then the employee performance is 1,203 units.

$\beta_1$  = The value of the regression coefficient of the education level variable shows a positive value of 0.328 stating that each increase in the level of education by one unit, then causes employee performance to increase by 0.328 units assuming other variables remain.

$\beta_2$  = The value of the regression coefficient of the transformational leadership variable shows a positive value of 0.076 that each transformational leadership increase of one unit, then causes employee performance to increase by 0.076 units assuming other variables remain.

$\beta_3$  = The value of the regression coefficient of the self-efficacy variable shows a positive value of 0.317 that every increase in self-efficacy by one unit, then causes the performance of the village government apparatus to increase by 0.317 units assuming other variables remain.

## Hypothesis Test Results

### t Test Results

According to Ghozali (2018) the t statistical test basically shows how far the influence of one explanatory or independent statistic individually in explaining the variation of dependent statistics.

**Tabel 4. tTest Results**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Model					
	(Constant)	1,203	0,222		5,416	0,000
	Education Level	0,328	0,042	0,455	7,889	0,000
	Transformational Leadership	0,076	0,043	0,094	1,775	0,078
	Self-efficacy	0,317	0,046	0,383	6,839	0,000

Source: data processing

## 4. Discussion

### *The Effect of Education Level on Performance*

The results of the first t test for the education level variable (X1) obtained a calculated t value of 7.889 while the table t value in this study was carried out at the degree of freedom (n-k-1) so that (180 – 4 – 1 = 175) a t table 1.65361 was obtained where t count > t table and significance level 0.000 < 0.05. In accordance with these results, it can be interpreted that **Ho rejected and Ha accepted**. After statistical testing, it can be stated that the first hypothesis is accepted, namely the level of education (X1) partially has a positive and significant effect on employee performance (Y). According to Taufiq Effendi (2010) (in Sitompul & Susanti, 2018) education is an effort to develop attitudes, personalities, knowledge, and skills so as to be able to elevate the degree and position of the nation because education is the backbone of the progress of a country.

Village Government Apparatus in Purwojati Subdistrict has the latest education in accordance with regulations. In general, village government officials recognize that the level of education obtained affects their ability to argue or express opinions.

The level of education obtained and knowledge related to village government is an influence for Village Government officials in analyzing work orders so that it has an impact on the resulting performance. Based on the theory of Social Cognitive from Albert Bandura (1970) states that behavioral attitudes grow not suddenly but through the process of learning. This happens supported by individual behavioral attitudes from the learning process in an education so that it affects the level of employee performance.

#### *The Effect Transformational Leadership on Performance*

The results of the second t test for the Transformational Leadership variable (X2) obtained a calculated t value of 1.775 while the table t value in this study was carried out at the degree of freedom ( $n-k-1$ ) so that  $(180 - 4 - 1 = 175)$  a t table of 1.65361 was obtained where  $t \text{ count} > t \text{ table}$  and significance level  $0.075 > 0.05$ . In accordance with these results, it can be interpreted that **Ho accepted and Ha rejected**. In accordance with the study, the second hypothesis that transformational leadership has a positive and significant effect on employee performance is rejected because it produces transformational leadership has a positive and insignificant effect on employee performance. According to Anggara (2020) transformational leadership is strong leadership, that is, leaders who have a clear and challenging vision or future to realize. Transformational leadership is also a leadership style that inspires followers to participate in engaged, committed, and has a vision and purpose for the organization, encourages followers to have competence in leadership through coaching and supervision and encourages followers to always be innovative in solving organizational problems (Karundeng, 2022).

Village Government leaders in Purwojati Subdistrict need to provide wider opportunities for their subordinates to be able to innovate in their work. Leaders also need to play an individual role in their subordinates, such as providing solutions when personal problems occur. Based on the Theory of Transformational Leadership from Burns (1978) states that a transformational leader will invite his subordinates to move towards a predetermined vision. This happens supported by the leader of the Purwojati Subdistrict Village Government, both the Village Head and the Sub-District Head who have a vision and mission as a guide in running the government, then cooperate with certain parties so that these visions and missions can be carried out. This research is in line with research that has been conducted by Martha et al (2020), namely that transformational leadership has no effect on employee performance.

#### *The Effect Self-Efficacy on Performance*

The results of the third t test for the Self-Efficacy variable (X3) obtained a calculated t value of 6.839 while the table t value in this study was carried out at the degree of freedom ( $n-k-1$ ) so that  $(180 - 4 - 1 = 175)$  a t table of 1.65361 was obtained where  $t \text{ count} > t \text{ table}$  and significance level  $0.000 < 0.05$ . In accordance with these results, it can be interpreted that **Ho rejected and Ha accepted**. Based on the results of the study, it shows the acceptance of the third hypothesis that self-efficacy affects the performance of village government officials in Purwojati Subdistrict. Self-efficacy or can be called self-efficacy is another expression that says that a person believes in his ability for success (Agustina et al, 2022). According to Diawati (2019) (in Pauzi, 2022) self-efficacy is also one of the factors that can improve the performance of employees.



In accordance with the test results above, it can be explained that village government officials throughout Purwojati District always try to do their work optimally. Based on the theory of Social Cognitive from Albert Bandura (1970) who concluded that individuals with high self-efficacy will have more confidence in the ability to achieve the best performance on their work. This happens supported by the ability of village government officials throughout Purwojati District to use office facilities to carry out work tasks so that they have confidence that the work can be completed properly.

#### **4. Conclusion**

Based on the results of a study of 180 respondents regarding the influence of education levels, transformational leadership and self-efficacy on the performance of village government officials in Purwojati Subdistrict, the following conclusions can be drawn:

1. The level of education has a positive and significant effect on the performance of the Village Government apparatus in Purwojati Subdistrict.
2. Transformational leadership has no effect on the performance of village government officials in Purwojati Subdistrict.
3. Self-efficacy has a positive and significant effect on the performance of village government officials in Purwojati Subdistrict.

#### **Reference**

- Akbar, S. (2018). Analisa Faktor-Faktor yang Mempengaruhi Kinerja Karyawan. *JIAGANIS*, 3(2), 1–17.
- Akbar, L., & Imaniyati, N. (2019). Gaya Kepemimpinan Transformasional Kepala Sekolah Terhadap Kinerja Guru. *Jurnal Pendidikan Manajemen Perkantoran*, 4(2), 176–181.
- Alaslan, A. (2020). Gaya Kepemimpinan Dan Pembangunan Desa. *Journal AdBisPower -*, 1(1), 97–111.
- B.K Taufik, M. (2019). Pengaruh Kepemimpinan Transformasional Kepala Sekolah Terhadap Kinerja Guru. *Jurnal Wahana Karya Ilmiah*, 3(2), 465–479.
- Bagis, Fatmah., Pratama, Bima C., Kharismasyah, Yusnar A. (2019). Pengaruh Disiplin Kerja, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Studi Kasus Institusi Pendidikan. *Jurnal Derivatif*, 13 (2), 16-21
- Basyit, A., Sutikno, B., & Dwiharto, J. (2020). Pengaruh Tingkat Pendidikan dan Pengalaman Kerja Terhadap Kinerja Karyawan. *Jurnal EMA-Ekonomi Manajemen Akuntansi*, 5(1), 12–20.
- Butsi, D. P. (2019). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Pegawai Pada Dinas Koperasi, UMKM, Perindustrian dan Perdagangan Kabupaten Barito Timur. *Jurnal Pemikiran Dan Penelitian Administrasi Publik Dan Administrasi Bisnis*, 3(1), 87–101.
- Darmawan, Akhmad., Bagis, Fatmah., Anggraini Intan. (2021). Pengaruh Locus Of Control, Kepemimpinan Transformasional Dan Spiritual Kerja Terhadap Kinerja Karyawan. *Jurnal Bisnis dan Manajemen Islam*, 9 (2), 301-318.

- Darmawan, Akhmad., Bagis, Fatmah., Handani, A. T., & Rahmawati, D. V. (2021). Pengaruh Efikasi Diri, Karakteristik Pekerjaan Dan Perilaku Kewargaan Organisasi Terhadap Kinerja Karyawan: Studi Pada Karyawan Java Heritage Hotel Purwokerto. *Derivatif: Jurnal Manajemen*, 15(2), 342-353
- Fahrhan, Y., Sadana, S. S., & Magdalena, P. (2019). Pengaruh Lingkungan Kerja, Gaya Kepemimpinan Transformasional, dan Disiplin Kerja Terhadap Kinerja Karyawan Sekretariat Direktorat Jenderal Industri Agro Kementerian Perindustrian. *Perbanas Institute*, 118–133.
- Fairy, S. N. P. O., Yudana, I. M., & Divayana, D. G. H. (2019). Kontribusi Gaya Kepemimpinan Transformasional, Etos Kerja Guru, Kepuasan Kerja, dan Budaya Organisasi Sekolah Terhadap Kinerja Guru di SMPK 1 Harapan Denpasar. *Jurnal Administrasi Pendidikan Indonesia*, 10(2), 125–131.
- Futri, A., Kurniawan, A. W., & Haeruddin, I. W. (2022). Pengaruh Kemampuan Kerja dan Tingkat Pendidikan Terhadap Kinerja Karyawan pada PT. Jaya Abadi Prospero Showroom Yamaha Bulukumba. *Cross-Broder*, 5(2), 1485–1496.
- Ghozali, I. (2018). Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 (9th ed). Badan Penerbit Universitas Diponegoro.
- Hakim, L., & Mardianto, T. (2019). Pengaruh Pendidikan Terhadap Prestasi Kerja Pegawai Aparat Desa di Kantor Pemerintahan Desa Kencong Wilayah Kecamatan Kencong Kabupaten Jember. *Jurnal Penelitian Ilmu-Ilmu Sosial*, 20(1), 1–7.
- Handayani. (2022). Pengaruh Kompetensi Pedagogik dan Efikasi Diri terhadap Kinerja Guru dimoderasi Supervisi Akademik. *Indonesian Journal of Islamic Educational Management*, 5(1), 23–34.
- Huseno, T. (2016). Kinerja Pegawai Tinjauan dari Dimensi Kepemimpinan, Misi Organisasi, Budaya Organisasi dan Kepuasan Kerja. In *Media Nusa Creative* (pp. 1–129). Media Nusa Creative.
- Ihsanuddin, Meirinaldi, & Hasibuan, M. (2022). Pengaruh Tingkat Pendidikan dan Disiplin Kerja Terhadap Kinerja Pegawai pada Dinas Sosial Pemerintah Kota Padang Sidempuan. *Formosa Journal of Multidisciplinary Research (FJMR)*, 1(6), 1329–1340.
- Kereh, E. M., Lengkong, V. P., & Rumokoy, F. S. (2018). Pengaruh Masa Kerja, Pengalaman Kerja, Pendidikan, Pelatihan dan Kompetensi Terhadap Kinerja Karyawan PT. PLN (Persero) Area Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4), 3903–3913.
- Khaerana. (2020). Pengaruh Self Efficacy terhadap Kinerja Pegawai pada Sekretariat Komisi Pemilihan Umum Daerah (KPUD) Kabupaten Luwu Timur. *Jurnal Ecoment Global: Kajian Bisnis Dan Manajemen*, 5(1), 80–89.
- Koni, W. (2018). Pengaruh Tingkat Pendidikan dan Motivasi Kerja Terhadap Kinerja Dosen Iain Sultan Amai Gorontalo. *Jurnal Al-Buhuts*, 1(1), 52–72.

- Kumendong, D. A., Pioh, N. R., & Kasenda, V. (2019). Kepemimpinan Pemerintah Desa dalam Pelaksanaan Pembangunan Sumber Daya Manusia di Desa Pusian Barat Kecamatan Dumoga Kabupaten Bolaang Mongondow. *Eksekutif: Jurnal Jurusan Ilmu Pemerintahan*, 3(3), 1–11.
- Mahardika, V. V., & Firdaus, S. U. (2022). Analisis Undang-Undang Nomor 6 Tahun 2014 Tentang Desa. *Jurnal Demokrasi Dan Ketahanan Nasional*, 1(1), 205–213.
- Masoko, S. Y. J., Sendow, G. M., & Lumintang, G. G. (2022). Pengaruh Efikasi Diri, Pemberdayaan dan Budaya Organisasi terhadap Kinerja Pegawai pada Kantor Dinas Pekerjaan Umum Dan Penataan Ruang Daerah Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(2), 186–195.
- Muzakki, & Pratiwi, A. R. (2019). Kepemimpinan Transformasional dan Efikasi Diri Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 20(2), 82–91.
- Nur, M., Nurkaidah, & Nonci, N. (2019). Gaya Kepemimpinan dan Sumber Daya Manusia terhadap Kinerja Pegawai pada Kantor Sekretariat Daerah Kabupaten Majene. *Jurnal Paradigma*, 2(1), 24–31.
- Nurbaya, & Basyir, M. (2019). Pengaruh Efikasi Diri , Budaya Organisasi dan Kepuasan Kerja terhadap Kinerja Pegawai Negeri Sipil Sekretariat Daerah Kabupaten Gayo Lues. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 4(3), 422–433.
- Nurfajar, N., Marzuqi, M. S., & Rohmayati, N. (2018). Pengaruh Employee Engagement Dan Efikasi Diri Terhadap Kinerja Karyawan Pt Nikomas Gemilang Divisi Pci S5 Serang Banten. *Jurnal Pengembangan Wiraswasta*, 20(1), 35.
- Parlindungan, R., Farisi, S., & Nurhayati. (2021). Peningkatan Kinerja Pegawai: Peran Kepemimpinan Transformal, Pengawasan Dan Kepuasan Kerja. *Proceding Seminar Nasional Kewirausahaan*, 2(1), 677–689.
- Patarai, I., Mustari, & Azis, M. (2018). Motivasi Mengajar, Kompetensi Profesional dan Tingkat Pendidikan Terhadap Kinerja Guru. *Jurnal Mirai Management*, 3(2), 120–133.
- Pongoh, M., Tewal, B., & Sendow, G. M. (2021). Pengaruh Pendidikan, Profesionalisme dan Disiplin Kerja Terhadap Kinerja Karyawan Tenaga Ahli Daya pada Masa Pandemi Di PT. PLN (Persero) Unit Layanan Pelanggan Kawangkoan. *Jurnal EMBA*, 9(4), 284–293.
- Purwati, A. A., & Wijaya, I. (2019). Pengaruh Kepemimpinan Transformasional, Integritas, Kompetensi, dan Komitmen Organisasi Terhadap Kinerja Karyawan di PT. Golden Riau Jaya Pekanbaru. *Jurnal Sains, Teknologi Dan Industri*, 16(2), 132–141.
- Ramadhani, M. A., & Indawati, N. (2021). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan Melalui Otonomi Kerja. *Jurnal Ilmu Manajemen*, 9(3), 1101–1112.
- Rismaya, E. (2020). Pengaruh Locus Pengendalian dan Efikasi Diri Terhadap Kinerja Pegawai. *Ecopreneur: Jurnal Ekonomi Dan Bisnis*, 1(1), 95–113.

- Saharuddin, Amang, B., & Husain, A. (2022). Pengaruh Gaya Kepemimpinan Transformasional , Motivasi , Budaya Organisasi terhadap Kinerja Personil Biro Sumber Daya Manusia POLDA Sulsel. *Ekonomika*, 6(2), 210–230.
- Saragih, S., & Siahaan, E. (2021). Pengaruh Stres Kerja, Efikasi Diri dan Kreativitas Terhadap Kinerja Pegawai Badan Layanan Umum Rumah Sakit Umum Daerah Djasamen Saragih. *J-Mind: Jurnal Manajemen Indonesia*, 6(2), 90–102.
- Sazly, S., & Ardiani, Y. (2019). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Pegawai pada Kantor Kecamatan Cengkareng Jakarta Barat. *Jurnal Perspektif*, 17(2), 184–194.
- Sebayang, S., & Rajagukguk, T. (2019). Pengaruh Pendidikan, Pelatihan dan Motivasi Kerja terhadap Kinerja Guru di SD dan SMP Swasta Budi Murni 3 Medan. *Jurnal Ilmu Manajemen*, 2(2), 105–114.
- Sjamsuri, A., & Mulyani, N. (2019). Pengaruh Efikasi Diri Terhadap Kinerja Guru di SMA PGRI 3 Jakarta. *Faktor Jurnal Ilmiah Kependidikan*, 6(1), 1–6.
- Soelton, M., & Yasinta, D. (2018). Pengaruh Kepemimpinan Transformasional , Lingkungan Kerja Fisik dan Stres Kerja terhadap Kinerja Pegawai pada Kantor Kecamatan Penjaringan Jakarta Utara. *Jurnal Ekonomi*, 23(01), 20–32.
- Subandrio, & Asminawati. (2022). Pengaruh Tingkat Pendidikan dan Pengalaman Kerja Terhadap Kinerja Karyawan PT. Karya Sawitindo Mas (KSM). *Jurnal Entrepreneur Dan Manajemen Sains*, 3(1), 84–91.
- Sujarweni, V. Wiratna. (2015). Metodologi Penelitian Bisnis dan Ekonomi. Yogyakarta: Pustaka Baru Press.
- Sulastri, L., & Uriawan, W. (2020). Pengaruh Lingkungan Kerja, Motivasi dan Efikasi Diri terhadap Kinerja Pegawai di Era Industri 4.0. *Jurnal Ilmiah Manajemen*, 1(1), 43–49.
- Sutisna, A. J., & Agustina, N. (2022). Pengaruh Efikasi Diri, Etos Kerja, dan Dukungan Organisasi yang Dirasakan Terhadap Kinerja Pegawai Sekretariat Daerah Provinsi Banten. *The Asia Pacific Journal of Management Studies*, 9(2), 67–78.
- Syekh, S. (2019). Pengaruh Pendidikan dan Pengalaman Kerja Terhadap Kinerja Pegawai di Kantor Camat Tungkal Ilir Kabupaten Tanjung Jabung Barat. *J-MAS (Jurnal Manajemen Dan Sains)*, 4(1), 102–110.
- Widakdo, D. S. W. P. J., Holik, A., & Iska, L. N. (2021). Efek Usia dan Tingkat Pendidikan Terhadap Kinerja Tenaga Bantu Penyuluh Pertanian. *Jurnal Penyuluhan*, 17(1), 52–59.
- Yumhi. (2022). Pengaruh Efikasi Diri, Minat Kerja, Bimbingan Karir Terhadap Kinerja Bripka Polres Lebak. *The Asia Pacific Journal of Management Studies*, 9(1), 19–28.