



Dominance of leadership style and preventive work discipline in improving the performance of village apparatus

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ABSTRACT

Performance is an important factor that affects success. In an organization, this is one of the most important functions of an agency. This study aims to determine the variables that affect the performance of village apparatus and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with 30 respondents drawn into samples using non-probability sampling and saturated sampling / total sampling. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis of leadership style does not affect the performance of the village apparatus. Thus, the second hypothesis states that work discipline significantly influences the performance of the village apparatus. The third hypothesis is that the performance of the village apparatus is influenced by leadership style and preventive work discipline, which can simultaneously improve the acceleration of the performance of the village apparatus. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

Human resources have an important role in organizations to achieve competitive advantage. Technological developments and environmental changes make human resources an important factor in determining the ability of an organization or company to compete globally. Human resources are people who design and produce goods and services, monitor quality, market products, allocate financial resources, and formulate all organizational strategies and goals (Gunawan et al., 2022; Puspita & Warsindah, 2021). Human resources or employees are assets, one of the reasons for significant strength in the industry, and are often said to be the spearhead for achieving industry goals. Therefore, the sector needs human resources or high-performing individuals to achieve the industry goals that have been set (Haryadi et al., 2022; Tania et al., 2021). The quality of employees is an important part of an organization's competitive advantage. The institution has qualified workers so that the organization can develop and fulfil its capabilities for productivity activities, is for its customers, and significantly ensures customer satisfaction (Amin et al., 2023; Riyanto et al., 2022; Setyowati et al., 2023). An aspect that can be a benchmark for a company in managing its human resources is employee performance. Employees can perform

special skills. The extent to which employees can carry out assigned tasks will be known through their performance (Sinambela, 2019; Yusuf et al., 2021).

Employee performance is influenced by leadership style. Leadership style in an organization is an important aspect of improving employee performance. This is because employees will certainly like a wise and professional leader at work. Thus, employees will feel valued by their leaders (Rahmatullah et al., 2022; Setiadi et al., 2023). The process of activity of an organization or an enterprise will inevitably experience obstacles in achieving its goals. One is increasing human resources in companies or organizations (Tania et al., 2021). Leadership style is the norm of behaviour used by a person when that person tries to influence the behaviour of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity (Rosalina & Wati, 2020). Leadership style is a way or technique of a person in carrying out leadership and can also be interpreted as a behavioural norm that a person uses when the person tries to influence the behaviour of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020). Leadership style has no effect on performance, this opinion has been put forward by the results of his research (Ridwan & Hamelinda, 2017)

In addition to leadership factors that can improve performance, namely, high work discipline. Discipline is the most important operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale and the realization of the goals of the company, employees and society (Haryadi. D et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change their behaviour to increase awareness and willingness to comply with company rules and regulations (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change their behaviour and increase their awareness and willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

Performance is defined as what employees do or do not do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviours in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Village head or other designations following the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 84 of 2015 concerning the Organizational Structure and Work Procedures of Village Government, is a Village Government official who has the authority, duties and obligations to organize the Desamma household and carry out the duties of the Government and Regional Government. The term of office of the village head is 6 (six) years and can be extended again for the next 3 (three) consecutive terms. The village head is not responsible for the forb-district but is only coordinated by the sub-district. The village head is responsible for implementing Village Government, Village Development, Village community development, and Village community empowerment. Village heads generally have a considerable role in village government, especially for villages based on regional ties instead of villages based on genealogical ties (blood relations). The Village Head, as the main actor of local leadership in village government based on applicable laws and regulations, is a figure in the village who meets various requirements, successfully wins elections elected by the people of the village and is appointed by the Government of the Republic of Indonesia, thus becoming the highest government leader in his village. Village government, seen from the Indonesian government system, is the spearhead of

local government, directly dealing with the wider community. The government as a public service institution is required to improve, always carry out reforms, and anticipate community developments. This is done to improve the image of the village government and move it in a better direction. Leaders have a function in government to move humans to work together in achieving organizational goals, which aims to guide, guide, build, and provide work motivation in bringing followers to the goals to be achieved following the needs of time and achievement. This research was conducted in Kandangsapi Village, Cijaku District, Lebak Regency.

This research is important to know the factors that can improve the performance of village equipment. This research is expected to contribute theoretically to the literature in the context of human resources.

2. RESEARCH METHOD

This research was conducted in Kandangsapi Village, Cijaku District, Lebak Regency, allocated in Lebak Rangkas Bitung, Banten Province. In this study, the method used by the author is quantitative descriptive research with a causal approach. The causal process is an analysis that will look for a picture of relationships, influences, impacts, and causal effects from various concepts or factors or, in some ways, designed in management science. The population in this study was the Kandangsapi Village Apparatus, Cijaku District, and Lebak Regency, which amounted to 30 respondents. A saturated sampling technique was carried out, meaning the entire population was taken as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method of strongly disagree, disagree, doubt, agree, and strongly agree. Based on the research sample, only 30 respondents were obtained from the questionnaire that had been obtained. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through validity test analysis, reliability calculations, and then classical assumption tests including data normality. In this study, the author formulates a research hypothesis, the author formulates a hypothesis, namely:

H1: Leadership style has a significant influence on the performance of village officials.

H2: Work discipline significantly affects the performance of village equipment.

H3: Work environment and work discipline have a significant effect simultaneously on the performance of village apparatus.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be performed to show the extent to which the instrument method or measurement method of something is positively designed. The performance of the village apparatus was measured using five statements, work discipline was measured using five statements, and labour discipline variables were measured using five statements the survey collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its value in the comparison of r-count with r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also obtained the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Village Apparatus Performance				0.993
VAP_1	0.995	0,361	Valid	
VAP_2	0.925	0,361	Valid	
VAP_3	0.945	0,361	Valid	
VAP_4	0.947	0,361	Valid	
VAP_5	0.982	0,361	Valid	
Leadership Style				0.901
LS_1	0.741	0,361	Valid	
LS_2	0.757	0,361	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
LS_3	0.799	0,361	Valid	0.972
LS_4	0.741	0,361	Valid	
LS_5	0.757	0,334	Valid	
Work Discipline				
WD_1	0.833	0,361	Valid	
WD_2	0.940	0,361	Valid	
WD_3	0.958	0,361	Valid	
WD_4	0.958	0,361	Valid	
WD_5	0.958	0,361	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.334, which automatically meets the data validity standard. An indicator is considered accurate if each r-calculate point of validity value r corrected item-total correlation is > 0.334. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.57374427
Most Extreme Differences	Absolute	.278
	Positive	.201
	Negative	-.278
Test Statistic		.278
Asymp. Sig. (2-tailed)		.069 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.069), residual data with a significance value greater than 0.05. It can be concluded that the data is normally distributed. The following multicollinearity test results can be seen in Table 3 below.

Table 3. Multiklonieritas test

Tableicients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.372	2.692
	Work Discipline	.372	2.692

a. Dependent Variable: Village Apparatus Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 2.692 and a Tolerance value of 0.372. The result of the decision for the multicollinearity test is that if the tolerance value (0.372) > 0.10 and VIF (2.692) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regression linear test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	4.292	2.069		2.075	.048

Leadership Style	-.369	.201	-.285	-1.839	.077
Work Discipline	1.097	.157	1.080	6.974	.000

a. Dependent Variable: Village Apparatus Performance

A positive constant of 4,292 means that if the variable value of leadership style and preventive work discipline equals zero, the level or magnitude of village apparatus performance is still 4,292. The regression coefficient of the leadership style variable has a negative value of -0.369, which means that if the value of the leadership style variable increases one hundred %, then the performance of the village apparatus decreases -0.369 times. The value of the regression coefficient of the work discipline variable is positive of 1,097, and this explains that if the value of the preventive work discipline variable increases by one hundred per cent, then the village apparatus performance variable increases by 1,097 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hypothesis test

Variable	T-value	P-values	Result
LS → VAP	-1.839	0.077	Accepted
WD → VAP	6.974	0.000	Accepted
LS & WD → VAP	81.206	0.000	Accepted

Source: Results of research data processing 2024

Table 5. The first finding shows that statistically, the leadership style variable does not significantly influence the performance of the village apparatus. This does not correspond to the author's proposed hypothesis; in other words, the first hypothesis is rejected. This is because the leadership style has been following the expectations of the village apparatus staff. This is because employees will certainly like a wise and professional leader at work. Thus, employees will feel valued by their leaders (Rahmatullah et al., 2022; Setiadi et al., 2023). The process of activity of an organization or an enterprise will inevitably experience obstacles in achieving its goals. One is increasing human resources in companies or organizations (Tania et al., 2021). Leadership style is a behavioural norm used by a person when that person tries to influence the behaviour of others as desired.

The second finding in this study explains that preventive work discipline variables dominate the performance of village apparatus apparatus. This follows the author's proposed hypothesis; in other words, the second hypothesis is accepted. Discipline is the most important operative function of human resource management because the better employee discipline, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale and the realization of the goals of the company, employees and society (Haryadi. D et al., 2022).

The third finding in this study explains that leadership style and preventive work discipline dominate the performance of the village apparatus. This follows the author's proposed hypothesis; in other words, the third hypothesis is accepted. Leadership style is the norm of behaviour used by a person when that person tries to influence the behaviour of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity (Rosalina & Wati, 2020). Leadership style is a way or technique of a person in carrying out leadership and can also be interpreted as a behavioural norm that a person uses when the person tries to influence the behaviour of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020). Then, work discipline can be interpreted as a manager communicating to his employees to change their behaviour and increase awareness and willingness to obey company rules and regulations (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change their behaviour and to increase awareness and willingness of someone to obey all company rules and social norms that apply (Parta et al., 2023).

4. CONCLUSION

From the results of research and discussion, the first hypothesis states that leadership style does not significantly influence the performance of village apparatus. The second hypothesis states that

work discipline has a dominant effect on the performance of the village apparatus, meaning that the higher the work discipline possessed by the village apparatus, the higher the work of the village apparatus. The third hypothesis is that the performance of the village apparatus has a dominant effect on leadership style and recessive work discipline. A cooperative attitude in an agency is used for performance appraisal, and it is necessary to maintain a harmonious relationship between employees to have a sense of togetherness between employees to improve human resources. Based on the assumption that respondents are listed in the automatic high category of sosok and the actions of a leader need to be maintained, even though it is located in a high type, it is possible to improve again because a small number of respondents think that the leader is not as expected, judging from the smallest index value. Hence, it needs to be improved again. Some respondents think the leader seems to favour the treatment. Followers are less concerned about followers' problems, and leaders motivate their followers less. Thus, the authors suggest leaders should look for different perspectives when solving a problem that makes them feel more respectful and creates more positive emotions while working. In addition, leaders should consider and be willing to help their subordinates when facing conflicts in the work process to motivate them. This will make subordinates admire their leader more because they will be highly motivated to carry out their duties. It is recommended that the leader actively explores the needs and aspirations of subordinates, which forms the basis for setting tasks and directing work and creates positive emotional engagement. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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