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Determinants of village apparatus performance, a comprehensive analysis of leadership style and work discipline

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ABSTRACTG

This study investigates the determinants of Village Apparatus Performance through a multi-faceted analysis, incorporating measures of Leadership Style and Work Discipline. The examination begins with a rigorous assessment of the validity and reliability of the measurement instruments using the One-Sample Kolmogorov-Smirnov Test and Multicollinearity Test. Subsequently, a linear regression analysis is conducted to elucidate the individual and combined impacts of Leadership Style and Work Discipline on Village Apparatus Performance. The results indicate that while Leadership Style does not exhibit a statistically significant impact, Work Discipline emerges as a crucial determinant, with a highly significant influence on performance outcomes. Moreover, the combined effect of Leadership Style and Work Discipline demonstrates a synergistic impact, highlighting the interplay of these variables in shaping Village Apparatus Performance. The hypothesis testing further corroborates these findings, providing nuanced insights into the intricate dynamics of organizational performance within the village apparatus. These results carry practical implications for organizational strategies, emphasizing the imperative of fostering a disciplined work culture to enhance overall performance.

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1. INTRODUCTION

The role of village officials as administrative units at the local government level is very strategic in realizing sustainable development at the village level (Bebbington et al., 2006; Zhang & Zhang, 2020). Improving the performance of village officials is a crucial challenge that requires serious attention, especially in the context of the dynamics of community development and the demands of changing times (Botes & Van Rensburg, 2000; Brown, 1992; Korten, 1980). Internal factors, such as leadership style and work discipline, play a central role in shaping work patterns and the quality of services provided by village officials to their communities (Efferin & Hartono, 2015; Korten, 1980; Leach et al., 1999). Therefore, this study aims to explore and analyze the role of the dominance of leadership style and

the application of preventive work discipline in improving the performance of village officials (Freidson, 1970; Larsson & Vinberg, 2010).

Leadership, as the main foundation of village apparatus management, is the first focal point in this study. Transformational and participatory leadership styles were selected as critical variables to analyze as they are considered to have a significant impact on the motivation and engagement of village apparatus members. In addition, a participatory approach to decision-making is believed to create a strong bond between leaders and members, providing a foundation for positive change within the village apparatus (Bush, 2020; Finkelstein et al., 2009; Surachman, 2020).

Furthermore, preventive work discipline is raised as an essential supporting factor in achieving optimal performance (Karwowski & Zhang, 2021). The development of rules and procedures, training, and educative approaches are highlighted to support the implementation of discipline that is not only punitive in nature, but also nurturing and developmental in nature (Darling-Hammond et al., 2020; Mulang & Putra, 2023; Tinapay & Tirol, 2022). Therefore, this study will also address how this approach can minimize disciplinary violations and create a work environment conducive to professional growth and service excellence at the village level (Bear, 1998; Karwowski & Zhang, 2021; Sundgot-Borgen et al., 2013).

Within this framework, effective communication is also identified as an important element (Hargie, 2021; Monroe et al., 2019). Transparency and regular feedback are expected to build strong relationships between leaders and members of the village apparatus, which in turn, can improve coordination and team cohesion (Goleman, 2021; Pane, 2019; Rifai, 2023). By combining these elements, this research aims to provide a deep insight into how the dominance of leadership style and preventive work discipline can be a solid foundation in improving the performance of village officials, positively impacting community development at the local level (Alward & Phelps, 2019; Andreoli et al., 2020).

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 Sungaijawi Village, Pontianak Kota, West Kalimantan Province. In this research, the method used by the author is descriptive quantitative research with a causal approach. Causal process is an analysis that will look for a description of the relationship, influence, impact, and causal effects of various concepts or factors or designed in management science. The population in this study was the Sungaijawi Village Apparatus, Pontianak Kota, totaling 30 respondents. The sampling technique was carried out using saturated sampling technique, meaning that 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 strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, only 30 respondents were obtained from the questionnaires that had been obtained. The data analysis technique in this study is descriptive analysis using the SPSS version 26 assistance program, then to determine the effect between variables using inferential analysis with the SPSS version 26 assistance program through validity test analysis, reliability calculations, and then classical assumption tests including data normality. In this study, the authors formulated a research hypothesis, the authors formulated a hypothesis, namely:

- H1: Leadership style has a significant effect on the performance of village officials.
- H2: Work discipline has a significant effect on the performance of village officials.
- H3: Work environment and work discipline simultaneously have a significant effect on the performance of village officials.

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				
Aparatur_Performance _1	0.995	0,361	Valid	0.993
Aparatur_Performance _2	0.925	0,361	Valid	
Aparatur_Performance _3	0.945	0,361	Valid	
Aparatur_Performance _4	0.947	0,361	Valid	
Aparatur_Performance _5	0.982	0,361	Valid	
Leadership Style				
Leadership_Style _1	0.741	0,361	Valid	0.901
Leadership_Style _2	0.757	0,361	Valid	
Leadership_Style _3	0.799	0,361	Valid	
Leadership_Style _4	0.741	0,361	Valid	
Leadership_Style _5	0.757	0,334	Valid	
Work Discipline				
Work_Discipline _1	0.833	0,361	Valid	0.972
Work_Discipline _2	0.940	0,361	Valid	
Work_Discipline _3	0.958	0,361	Valid	
Work_Discipline _4	0.958	0,361	Valid	
Work_Discipline _5	0.958	0,361	Valid	

The table presents a comprehensive evaluation of the measurement instrument used to assess Village Apparatus Performance, Leadership Style, and Work Discipline. Overall, the data indicates strong validity for each construct, with high overall validity scores (0.993 for Village Apparatus Performance, 0.901 for Leadership Style, and 0.972 for Work Discipline). The convergent validity scores for individual items within each construct consistently surpass the recommended threshold of 0.7, underscoring the effectiveness of the measurement items in capturing the intended concepts. The "Valid" label associated with each construct further affirms the reliability of the measurement instrument. While explicit reliability scores are not provided, the high convergent validity scores suggest good internal consistency. In summary, the data suggests that the measurement instrument is robust, providing a reliable and accurate means of assessing Village Apparatus Performance, Leadership Style, and Work Discipline within the context of the study. 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	1.5737442
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.		

The presented table displays the outcomes of a One-Sample Kolmogorov-Smirnov Test conducted on a sample of 30 observations to assess the normality of the distribution. The calculated normal parameters from the data, including a mean of 0.000 and a standard deviation of 1.573, are indicative of a relatively standard distribution. The test statistic, measuring the maximum vertical deviation between the sample distribution and the expected normal distribution, is reported as 0.278. The asymptotic significance value of 0.069 (with a Lilliefors Significance Correction) suggests that, at a conventional significance level of 0.05, there is no strong evidence to reject the null hypothesis of normality, although the p-value is marginally close to the threshold. It is crucial to interpret these results cautiously, taking into account the sample size and the specific context of the data, as the deviation from normality might not be statistically significant within the given parameters.. 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
	Dependent Variable: Village Apparatus Performance		

The provided table presents results from a multicollinearity test, specifically the collinearity statistics, involving a model with Leadership Style and Work Discipline as independent variables and Village Apparatus Performance as the dependent variable. The tolerance values for Leadership Style and Work Discipline are both reported as 0.372, while the Variance Inflation Factor (VIF) values are 2.692 for both variables. Tolerance measures the proportion of variance in an independent variable that is not predicted by the other independent variables, and VIF quantifies the extent to which the variance of an estimated regression coefficient is increased due to collinearity. In this context, the relatively low tolerance values suggest a moderate level of collinearity, and the VIF values above 1 but below 10 indicate that the variance of the estimated coefficients is within an acceptable range. Interpretation of these results should consider the specific context of the analysis, potential consequences of multicollinearity, and whether model adjustments or variable transformations are warranted. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regression Linear Test

Model		Coefficients a Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		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: Apparatus Performance

The table presents the results of a linear regression analysis with Village Apparatus Performance as the dependent variable. The model includes a constant term and two independent variables: Leadership Style and Work Discipline. The unstandardized coefficients show the estimated change in the dependent variable for a one-unit change in each independent variable. The constant term is 4.292, and the coefficient for Leadership Style is -0.369 with a standard error of 0.201, resulting in a non-significant t-statistic (-1.839) with a p-value of 0.077. The coefficient for Work Discipline is 1.097 with a standard error of 0.157, resulting in a highly significant t-statistic (6.974) with a p-value less than 0.001. The standardized coefficients (Beta) indicate the relative importance of each independent variable. Overall, the model suggests that Work Discipline has a significant positive impact on Village Apparatus Performance, while Leadership Style does not reach conventional significance levels. Interpretation should consider the practical significance of the coefficients and potential multicollinearity issues identified in the multicollinearity test. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hypothesis Test

Variable	T-value	P-values	Result
Leadership_Style ➔Aparatur Performance	-1.839	0.077	Accepted
Work_Dicipline➔ Aparatur Performance	6.974	0.000	Accepted
Leadership_Style & Work_Dicipline ➔Aparatur Performance	81.206	0.000	Accepted

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. 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. Leadership style is a behavioural norm used by a person when that person tries to influence the behaviour of others as desired (Abasilim et al., 2019).

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 (Fawehinmi et al., 2020).

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. 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. 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. 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 (Sitopu et al., 2021).

4. CONCLUSION

In conclusion, the comprehensive analysis of the data reveals nuanced insights into the factors influencing Village Apparatus Performance. While the individual impact of Leadership Style on performance is not statistically significant, Work Discipline emerges as a pivotal determinant with a highly significant influence. The combined effect of Leadership Style and Work Discipline demonstrates a synergistic impact on Village Apparatus Performance, reinforcing the importance of considering multiple variables in understanding performance dynamics. These findings emphasize the critical role of organizational discipline, specifically Work Discipline, in driving positive outcomes within the village apparatus. Practical implications may include a heightened focus on cultivating a disciplined work environment to enhance overall performance. Additionally, the results underscore the need for nuanced approaches in leadership strategies, recognizing the interconnectedness of various factors. Future endeavors in enhancing village apparatus performance could benefit from tailored interventions that address both Leadership Style and, more prominently, the cultivation of a disciplined work culture. Future research development is recommended to further explore the interaction between Leadership Style and Work Discipline in the context of Village Apparatus. Research could focus on a deeper understanding of how certain types of Leadership Styles may interact with levels of Work Discipline to produce different impacts on performance. In addition, further research could involve contextual aspects, such as organisational culture and local community characteristics, which may moderate the relationship between these variables. A cross-disciplinary approach could also be accommodated to enrich the understanding of the factors that influence the performance of Village Apparatus. Practical steps in implementing the findings of this study, such as the development of training programmes to improve work discipline, could also be a focus to have a more direct impact on performance levels and service effectiveness at the village level.

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