

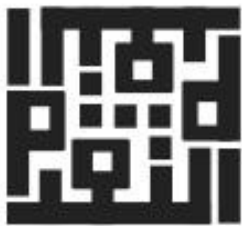
The Influence of Motivation, Discipline, and Leadership on Village Apparatus Performance

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ABSTRACT

The performance of village officials is one of the main indicators of the quality of village government services. The performance of village officials is influenced by many factors, both internal and external. This study aimed to analyze whether motivation, discipline, leadership, motivation, and leadership of the village head influenced performance. The population of this research is all village officials in Karaskepoh, Doropayung, Jeruk, and Tuyuhan Villages, Pancur District, and Rembang Regency. The number of village officials is 30 people. In this study, all samples were used due to the small number of populations. The type of data used in this research is a quantitative approach with multiple regression analysis. This study concludes that motivation, discipline, leadership, and work for motivation, discipline, and leadership significantly affect performance in Karaskepoh, Doropayung, Jeruk, and Tuyuhan Villages Pancur District, Rembang Regency. Thus, in the future, to improve the performance of village officials, it is necessary to increase motivation, increase discipline, and need leadership attitudes.

Introduction

In general, all village apparatus working in a government organization will work as well as possible following the instructions of superiors and the capabilities of the village apparatus. In government organizations, performance is significant because village officials are said to have achievements if their performance can be

measured. There are many supporting factors to improve good performance, which can be done by increasing discipline, conditioning a supportive work environment, and motivating village officials. However, based on observations made in Karaskepoh Village, Doropayung Village, Jeruk Village, Tuyuhan Village, Pancur District, Rembang Regency, some indications of motivation and, discipline and leadership are not appropriate for the

village officials in the village. Concerning the device's performance, this must be addressed immediately so that the village head and his subordinates can provide excellent service. In addition to the two factors above, a factor that can make human resources into a good performance resource is the leadership factor.

The performance of village officials in an organization such as Karaskepoh Village, Doropayung Village, Jeruk Village, Tuyuhan Village, Pancur District, and Rembang Regency is also influenced by leadership. Leadership is an essential factor that determines the continuity and sustainability of the institution. Therefore, the role of leaders is very strategic and important in an institution as one of the determining tools for success in achieving the mission, vision, and goals of a financial institution. Leaders must organize, foster, guide, and create a working atmosphere for their village apparatus to be conducive where the existing working atmosphere makes village officials feel better and comfortable and can foster a sense of discipline and confidence to complete the work. The leader needed is someone who can move, direct, and use the available human resources optimally and maximally, so that village officials will feel comfortable working and affect the performance of village officials. The leadership style applied will be adjusted to the needs, situations, and conditions in the institution.

The leadership factor of the village head at work can also be influenced by the individual characteristics of the village apparatus itself. Individual characteristics are individual characteristics that distinguish one individual from another

and influence behavior. This individual characteristic consists of several dimensions: the need for achievement, work experience, and education level. The fact is that overall, village officials in Karaskepoh, Doropayung, Jeruk, and Tuyuhan Villages, Pancur District, Rembang Regency have committed and have an average education of high school. Still, they carry out their duties as community servants in totality. The research of Kusuma (2012) and Pawikan (2011) said a positive and significant influence between the participatory leadership style and the performance of village officials. This opinion was also expressed by Ritawati (2013), Kurniawan (2012), and Riyadi (2011), that there is a direct, positive, and significant influence on the performance of village officials. However, this contradicts the opinion of Shahab (2014), which states that leadership has a significant and not positive influence on the performance of village officials. Lawasa (2013), and Susanto and Aisiyah (2010), say that leadership does not have a positive and significant effect on performance, and there is even a negative tendency. Thus, this study aimed to analyze whether motivation, discipline, leadership, motivation, and leadership of the village head influenced performance.

Literature Review

Based on Andi Afrizal (2015), hypothesis testing shows that leadership style and motivation have a positive and significant effect on the performance of village officials. The difference is that the research conducted by the researcher uses the objects of the Karaskepoh, Doropayung, Jeruk, and Tuyuhan villages. Meanwhile,

what was done by researcher Andi Afrizal (2015) used the object of research at BMT Ihsanul Fikri Yogyakarta. The similarity of this research with the research of Andi Afrizal (2015) in conducting research both use multiple regression analysis tools. This research is also based on the results of research by Sidanti (2015) and Faslah and Savitri (2013). They researched motivation and discipline on the performance of village officials with the intervening variable of job satisfaction. The analytical tool used is using SEM. The study results show that discipline has a positive influence on the performance of village officials. Furthermore, similar to the research results by Njoroge and Kwasira (2015), the study results concluded that there was a considerable influence of compensation and rewards on the performance of village officials.

This study aims to examine the effect of motivation on village apparatus work satisfaction, the effect of motivation on village apparatus performance, the effect of job satisfaction on village apparatus performance, and examine job satisfaction as a mediating variable between motivation and village apparatus performance. The findings show that motivation has a significant effect on job satisfaction. On the other hand, motivation has no significant effect on the performance of village officials, and job satisfaction has a significant effect on the performance of village officials. The findings also show that job satisfaction is a mediating variable between motivation and the performance of village officials. Also similar to the results of research by I Wayan Juniantara and I Gede Riana (2015) with the title The effect of motivation and job satisfaction on the performance of village officials. This

research shows that the motivation and job satisfaction variables have a positive and significant impact on the performance of village officials in Denpasar. The difference is the research conducted by I Wayan Juniantara and I Gede Riana (2015), Lestari (2015), Kenelak, John Pio, and Sonny Gerson Kaparang (2016), which aims to determine the effect of transformational leadership on the motivation and performance of village officials. This study tested three hypotheses, namely motivation, discipline, and leadership, which significantly affected the performance of village officials.

Research Method

The population of this research is all village officials in Karaskepoh, Doropayung, Jeruk, and Tuyuhan Villages, Pancur District, and Rembang Regency. The number of village officials is 30 people. In this study, all samples were used due to the small number of populations (Ghozali, 2015). The instrument used in this study to collect data in this study was a questionnaire in the form of a written list of questions, where respondents were asked to answer or fill in several matters relating to self-identity (years of work and recent education) and provide responses to the indicators of the variables. Research variables according to respondents' perceptions. The questionnaire distributed to the respondents is a list of questions compiled in writing and distributed to obtain information or information related to variables (1) motivation, (2) discipline, (3) leadership, and (4) village apparatus performance.

Primary data sources are obtained through questionnaires distributed to respondents.

After the data is collected, the next step is to process, analyze, and process the data to obtain conclusions from this research. Data analysis was carried out with a quantitative approach. In this case, the variable to be tested is the first independent variable is, motivation. The second independent variable is discipline. The third is the leadership of the village head. Finally, the dependent variable is the performance of the village apparatus. The type of data used in this research is a quantitative approach with multiple regression analysis. This research design was designed in the form of survey research. Survey research is field research conducted on several samples from a certain population whose data collection is carried out using a questionnaire (Ghozali, 2015). The data used in this study is primary data.

The tool used to test and analyze the validity of the data in this study used factor analysis techniques to test and analyze whether the questions or indicators used can confirm a factor, construct, or variable. A sample confidence level limit or the Kaiser Meyer-Olkin Measure of Sampling Adequacy (KMO) is usually used as a criterion for selecting items based on factor analysis. The basis for decision making is if the KMO and Bartlett's values show the K-M-O Measure of Sampling Adequacy (MSA) > 0.5, then the variables can be processed further. In addition, if each question item is a variable measuring indicator, it will have a high loading factor value above 0.4. Thus, if the item loading factor is more than 0.4, it is considered valid to be analyzed for reliability (reliability test) (Ghozali, 2015).

Reliability Test

Internal consistency is intended to determine the consistency between the questions used to measure the construct. For example, a research instrument is said to be reliable if the test shows a coefficient of Alpha (Cronbach Alpha) > 0.7. Calculation of the Cronbach alpha coefficient utilizes the help of SPSS, and the critical limit for the Cronbach alpha value to indicate a reliable questionnaire is 0.70. So the Cronbach Alpha coefficient value > 0.70 indicates that the questionnaire is reliable (Ghozali, 2015).

Classic assumption test

For this reason, before doing multiple linear regression testing, it is necessary to test the classical assumptions first. Then, multiple regression analysis is used to determine the causal relationship by determining the value of Y and estimating the values associated with X (as the independent variable). Finally, the mathematical model can be explained using the multiple regression equation.

$$Y_1 = a + \beta_1 \text{mot}_1 + \beta_2 \text{dis}_2 + \beta_3 \text{kepem}_3 + e$$

Information:

- Y_1 = Dependent variable (performance).
- a = Multiple regression constant.
- $\beta_1 - \beta_3$ = Regression coefficient.
- mot_1 = Independent variable motivation
- dis_2 = Discipline independent variable
- kepem_3 = Leadership independent variable
- e = Variable outside the study

Result and Discussion

Testing the validity of the research variables with the help of the SPSS

program in full can be seen in the following table:

Table 1

Validity Test Results

Variable	R _{Tabel}	R _{Hitung}	Result
Motivation	0,202	0,501	Valid
	0,202	0,835	Valid
	0,202	0,280	Valid
	0,202	0,828	Valid
	0,202	0,641	Valid
Discipline	0,202	0,430	Valid
	0,202	0,739	Valid
	0,202	0,297	Valid
	0,202	0,785	Valid
	0,202	0,699	Valid
Leadership	0,202	0,481	Valid
	0,202	0,802	Valid
	0,202	0,294	Valid
	0,202	0,763	Valid
	0,202	0,696	Valid
Performance (Y)	0,202	0,243	Valid
	0,202	0,944	Valid
	0,202	0,292	Valid
	0,202	0,388	Valid
	0,202	0,368	Valid

Based on table 1, it can be seen that the motivation variable (x1), discipline variable (x2), leadership (y1), and performance (Y). That has a value of R-count > R Table which indicates that the criteria for the adequacy of the research sample with all samples tested are 30 respondents. This has been met so that the regression analysis can be performed. Therefore, all variables have a value of R-count < R-table so that

all indicators are declared suitable for research.

A reliability test is an index that shows a measuring instrument can be trusted or relied upon, so it is necessary to test the entire sample, namely 30 respondents. The results of the reliability calculation are as follows:

Table 2

Reliability test results

Variable	α Cronbach	Standard α	Information
Motivation	0,799	0,7	Reliabel
Discipline	0,746	0,7	Reliabel

Leadership	0,735	0,7	Reliabel
Performance (Y)	0,714	0,7	Reliabel

Based on table 2, the reliability test results show that the Cronbach is smaller than 0.7, so it can be concluded that the instrument used in this study is reliable.

Classical Assumption Test Results.

Normality test.

Kolmogorov-Smirnov statistical test by looking at the level of significance. Detection of normality of data, whether normally distributed or not, using the Kolmogorov-Smirnov test. Residuals are declared normally distributed if the Kolmogorov-Smirnov significance value is > 0.05. The results of the normality test are shown in Table 3 below:

Table 3

Normality Test Results

Kolmogorov Smirnov Z	2.457
Asymp Sig (2-tailed)	0,070

The normality test results in Table 3 show that the Kolmogorov-Smirnov value is 2.457 and is significant at 0.070. This means that H0 is accepted, which means that the residual data is normally distributed because it has a significance

Table 5

Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Motivation	0,040	4,681	No
Discipline	0,061	1,550	No
Leadership	0,070	2,473	No

Tolerance and VIF values in Table 5 show that all independent variables in this study do not occur in multicollinearity. Although

value of <0.05.

Heteroscedasticity Test.

If each variable has a significant value > 0.05, there is no heteroscedasticity. The results of the heteroscedasticity test are as follows:

Table 4

Heteroscedasticity Test Results

Variable	Sig	Result
Motivation	0,168	No
Discipline	0,161	No
Leadership	0,192	No

Table 4 shows that the SPSS output display clearly shows that all independent variables are insignificant. This can be seen from the significance probability above the 5% confidence level, which is not statistically significant, affecting the dependent variable absolute value Ut (Abs_Res). The probability of significance is above the 5% confidence level. Thus it can be concluded that the regression model does not occur heteroscedasticity.

Multicollinearity Test.

this is indicated by the tolerance value of less than 0.10 and more than 0.10, the Variance Inflation Factor (VIF) value

results also show the same thing.

Hypothesis Test Results.

The hypothesis test in this study was to determine whether or not the influence of

the independent variable was significant on the dependent variable and how much the independent variable partially affected the dependent variable. The results of hypothesis testing can be seen in Table 6 below:

Tabel 6.
Hasil Uji Hipotesis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-.542	.319		-1.699	.094
Motivation	.184	.032	.198	5.783	.000
Discipline	.200	.141	.195	2.419	.006
Leadership	.645	.129	.625	5.009	.000

Test simultaneously

While the test results simultaneously by

looking at the F test can be seen in the following table:

Tabel 7.
Uji Secara Simultan (Uji F)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.403	3	.801	1.363	.000 ^a
Residual	17.381	61	.285		
Total	19.785	64			

By testing the left-hand side using a significant level of = 5%, the calculation on multiple regression obtained the value of t-count = 1.363. Thus, the variables of motivation, discipline, and leadership have a significant positive effect on the performance of village officials in the villages of Karaskepoh, Doropayung,

Jeruk, and Tuyuhan, Pancur District, Rembang Regency. Thus the fourth hypothesis states that motivation, discipline, and leadership have a significant positive effect on the Karaskepoh, Doropayung, Jeruk, and Tuyuhan villages, Pancur District, Rembang Regency.

Table 8.*Coefficient of Determination*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	.985	.984	,270

From Table 8. above, it can be seen that the coefficient of determination (Adjusted R²) is 0.078. With a coefficient of determination of 98.4. It can be interpreted that 98.4% of the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, Rembang Regency can be explained by the three independent variables consisting of motivation, discipline, and village leadership. in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, Rembang Regency. In comparison, the remaining 1.6% is influenced by other variables not included in the research model.

Multiple Regression

From the results of multiple linear regression calculations using the SPSS program, the following results are obtained:

$$Y = 2,023 + 0,042X_1 - 0,169X_2 - 0,108X_3 + e$$

Constant (a) shows that the constant value of -0.542 states that the variables of motivation, discipline, and leadership are fixed values, so the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, Rembang Regency is -0.542. The regression coefficient of motivation (b1) shows that each addition of 0.198 one unit of motivation variable will increase the performance of village officials in the villages of Karaskepoh, Doropayung,

Jeruk, and Tuyuhan, Pancur District, Rembang Regency by 0.198. They assume that the variables of leadership and discipline are in constant conditions. The regression coefficient of discipline (b2) shows that each addition of 0.195 one unit of discipline variable will increase the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk, and Tuyuhan, Pancur District, Rembang Regency by -0.169. They assume that the variables of motivation and leadership are in constant conditions. The leadership regression coefficient (b3) shows that for each addition of 0.645, one leadership variable unit will increase village officials' performance in Karaskepoh, Doropayung, Jeruk, and Tuyuhan, Pancur District, Rembang Regency by 0.645. Assuming that motivation and discipline variables are in constant conditions.

The Effect of Motivation on Village Apparatus Performance

The results of testing the first hypothesis, as shown in Table 6 above, using a significant level of = 5% obtained t-table = 1.673. The t-table value is obtained from the degree of freedom (df) = n-k-1. In this case, n is the number of samples, and k is the number of independent variables. In this study, n = 30, k = 3 and the magnitude of df can be calculated as 30-3-1 = 26 with df = 26 and alpha = 0.05, the t-table value is 1.673. The calculations on multiple regression obtained the value of t-count =

5.783. Thus, $t\text{-count} > t\text{ table}$ ($5.783 > 1.673$) means that the motivation variable partially has a significant positive effect on the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, Rembang Regency. Discipline affects the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk, and Tuyuhan, Pancur District. The results of the first hypothesis test indicate that motivation does not affect the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk, and Tuyuhan, Pancur District, Rembang Regency. The motivation of village officials depends on the ability, behavior, and skills of managers to foster motivation and the ability to create an organizational climate that will result in village apparatus satisfaction. That there is a clear relationship between performance and low motivation. Performance puts a person at a disadvantage with the loss of job motivation opportunities. In line with the research of Millette and Gagne (2008), the study results concluded that the potential value of motivation has a positive relationship to job satisfaction. The potential value of motivation has a positive relationship with performance.

The Effect of Discipline on Village Apparatus Performance

A right-hand side test that uses a significant level of $\alpha = 5\%$ is obtained $t\text{-table} = 1.673$. The results of the multiple regression calculation in Table 6 obtained the value of $t\text{-count} = 2.419$. Thus, $t\text{-count} > t\text{-table}$ ($2,511 > 1,673$), meaning that the discipline variable partially has a significant positive effect on the performance of village officials in the villages of Karaskepoh,

Doropayung, Jeruk, and Tuyuhan, Pancur District. Thus the second hypothesis, which states that it is suspected that discipline has a significant positive effect on performance, is accepted. The results of the second hypothesis test indicate that discipline partially has a significant positive effect on the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk, and Tuyuhan, Pancur District, Rembang Regency.

The Influence of Leadership on Village Apparatus Performance

The left-hand side test with a significant level of $\alpha = 5\%$ is obtained $t\text{-table} = 1.673$. The results of calculations on multiple regression obtained a $t\text{-count} = 5,009$. Thus, $t\text{-count} > t\text{-table}$ ($5.009 > 1.483$), meaning that the leadership variable has a significant positive effect on the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, Rembang Regency. Thus the third hypothesis states that leadership has a significant positive effect on the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, Rembang Regency is accepted. The results of the third hypothesis test indicate that leadership has a significant positive effect on the performance of village officials in the villages of Karaskepoh, Doropayung, Jeruk, and Tuyuhan, Pancur District, Rembang Regency. The leadership factor of the village head at work can also be influenced by the individual characteristics of the village apparatus itself. Individual characteristics are individual characteristics that distinguish one individual from another and influence behavior. This

individual characteristic consists of several dimensions: the need for achievement, work experience, and education level. Overall, village officials in Karaskepoh, Doropayung, Jeruk, Tuyuhan Villages, Pancur District, and Rembang Regency have committed and have an average high school education but enthusiasm totality in serving the community.

Conclusion

That motivation partially has a significant positive effect on performance in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, and Rembang Regency. That discipline partially has a significant positive effect on performance in the Villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, and Rembang Regency. The village head's leadership partially has a significant positive effect on performance in the villages of Karaskepoh, Doropayung, Jeruk and Tuyuhan, Pancur District, and Rembang Regency. Simultaneously, work for motivation, discipline, and leadership significantly affect performance in Karaskepoh Village, Doropayung, Jeruk Tuyuhan, Pancur District, and Rembang Regency.

Recommendation

The government of Pancur Subdistrict, Rembang Regency, especially Karaskepoh, Doropayung, Jeruk, and Tuyuhan Villages, Pancur Subdistrict, Rembang Regency should encourage village officials to take higher education levels, and village heads must be able to set a good. Undisciplined village. The government of Karaskepoh, Doropayung, Jeruk, Tuyuhan Villages,

Pancur District, and Rembang Regency should innovate on communication, information, and education about maturation because of the impact of performance decreases affected services to the community.

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