The Effect of Leadership on Performance of Apparatus and Institutions in Cimerang Village, Purabaya District, Sukabumi

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Article Information	ABSTRACT
Corresponding Author: Yuni Pambreni, Management, Universitas Global Jakarta, Depok, Indonesia. Email: yuni@jgu.ac.id	Leadership aims to encourage work passion, and high productivity and work productivity of employees, in order to achieve maximum organizational goals. In achieving goals, a leader is needed who can mobilize and influence his work group by paying attention to the desires of his subordinates. The purpose of this study was to determine the leadership, to find out the performance of employees and to determine the effect of leadership on employee performance at the Cimerang village office, Purwakarta sub-district, Sukabumi district. The research method used is descriptive and descriptive methods with a quantitative approach. In this study using primary data by observing and distributing questionnaires to respondents. The sampling technique used in this study was non-propability sampling with saturated sampling. The sample used in this study amounted to 30 employees. The correlation value of the influence of leadership (X) on the performance of the village apparatus (Y) is 22 indicators. The results of this study indicate that there is a significant influence of leadership influence on employee performance in Cimerang Village, Purabaya District, Sukabumi Regency. **Keywords:** Influence of Leader, Apparatus and Institional Performance

1. INTRODUCTION

Every individual has the potential to develop skills and abilities in carrying out all work tasks, this can be identified from various factors both normatively and from the results of the implementation of a job. In terms of the hierarchy of leadership, a task can be carried out properly when a leader has insight into knowledge, high integrity so that he can achieve the target of a work business effectively and efficiently. Human resources is a very important factor. At this time it can be influenced by the development of sophisticated technology, in order to support a job so that it gets the job target as expected. Leadership plays a dominant, crucial role in the overall effort to increase loyalty at the individual, group and organizational levels. Successful leaders are leaders who are able to carry out their leadership effectively to achieve organizational goals. Organizational goals are not only achieved by a planned goal, but also must realize work enthusiasm and good results from employees. To create this atmosphere, the leader tries to influence the behavior of subordinates to work together to achieve organizational goals.

In a government employee performance improvement is very important in solving a problem as an authority and responsibility as an employee and is reflected in the resulting performance appraisal. Human Resources Management in the public sector seeks to reveal human beings as a complete resource in the conception of a complete and comprehensive nation-building. The problems faced by government organizations/institutions are increasingly complex because management has to face technological advances, restrictions on various government regulations, the growth of national and international competition. A leader can be said to be successful when he can influence, delegate a task to his subordinates and can be judged from the performance of an employee, this has not been felt in our village and has not gotten maximum results so that our village feels like a backward village

Tabel 1. Cimerang Village Employee Performance Assessment Criteria

No	Assessment Criteria	Achievement			Target
		2018	2019	2020	
1	Administration	70 %	70%	75%	95%
2	Discipline	75%	70%	75%	95%
3	Attendance	70%	75%	80%	95%
4	Dedication	80%	80%	80%	95%
5	Skills	70%	70%	70%	95%

Source: Processed Primary Data, 2021

Based on the table above, it can be seen that the performance of village employees has a low value, it is influenced by several factors, one of which is the leader's policy that is not evenly distributed to all employees, resulting in the level of employee performance from all aspects. The table above shows the value of the Cimerang Village Employee Performance Assessment criteria in terms of Administration from a 95% target for 3 periods only in 2020 the achievement value is 75%, from Discipline the value is 75%, Attendance is 80% at the level of achievement value in 2020, Dedication to the achievement value by 80% and Skill achievement scores at 70% of all 95% targets.

2. LITERATUR REVIEW

Leadership in the village is led by a village head who is democratically elected through a direct election mechanism and has duties, obligations and authorities that are regulated in accordance with applicable laws. According to Sutrisno (2017) leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. Considering that what is moved by a leader is not an inanimate object, but a human being who has feelings and reason, as well as various types and characteristics, the problem of leadership cannot be considered easy. According to Sutikno (2014) leadership is a process that influences group activities that are organized to achieve common goals. Based on the opinion above, it can be concluded that leadership is someone who can influence others and has managerial authority. Leadership is what leaders do. Leadership is the process of leading a group and influencing the group to achieve its goals. According to Hersey and Blanchard in Affandy (2016) there are four basic dimensions of leadership, namely instructional behavior (telling), consulting behavior (peddling), delegation behavior (delegating), and participation behavior (involving).

According to Mangkunegara (2016), the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone). The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Edison (2016) performance is the result of a process that refers to being measured over a certain period of time based on pre-determined provisions or agreements. Mangkunegara (2016) states that the factors that influence performance include ability factors, motivational factors. To measure employee performance, it can be viewed from several aspects or views. Experts have different opinions, some or all of which are relatively the same and some are not the same. According to Mangkunegara (2016), employee performance has the following dimensions, quality of work, promptness, initiative, capability, and communication. According to Davis and Newstrom (in Handoko, 2015) suggest that to measure employee performance several types of dimension measures are used, including quantity, namely the amount that must be completed, quality, namely the quality produced (good or not), timing, which is in accordance with the time that has been set. planned. According to Bernardin in Akbar (2018), the success or failure of the performance that has been achieved by the organization is influenced by the level of individual employee performance, the better the organizational performance will be. To measure it can use the following indicators, Accuracy of Completion of tasks, suitability of working hours, level of attendance, cooperation between employees, job satisfaction

In essence, the leadership style aims to encourage work passion or work motivation, and high employee productivity, in order to achieve maximum organizational goals. A number of studies have concentrated their research on the behavior of managers with the assumption that, the ability to lead and the desire to be followed by subordinates is based on the leadership style. According to Winardi, (2015:224) Leadership will greatly affect the performance of a leader. Therefore, suitable leadership and accompanied by the right external motivation can lead to the achievement of better performance goals. According to John Adair in Thoha (2015: 272), there are two leadership qualities that are very important when viewed from the group's point of view, namely the qualities of leaders who are useful and not useful for the group. If applied correctly, it will result in greater commitment to the task (Task), increase morale or work motivation, and improve the performance of subordinates. The statement recognizes the importance of factors outside the leadership and

subordinates, such as task structure, leadership position power that will determine the type and nature of the leader, skills, influence and behavior that can achieve leadership effectiveness. Performance does not arise easily, but the performance of the employee arises internally in the human person itself and externally by providing stimuli such as communication, control, motivation and leadership. Intensely, performance can be improved through education, experience, and learning. Meanwhile, externally, it can be increased by providing a stimulus to aspects that cause a person to be unable or have low performance. One of these aspects is the aspect of leadership.

3. RESEARCH METHOD

The research design used in this research is descriptive method. The descriptive method is a problem formulation related to the question of the existence of independent variables, either only on one or more variables (stand-alone variables). So in this study the researchers did not make comparisons and link them with other variables, Sugiyono (2017:36). Meanwhile, the paradigm described in this research is associative. According to Sugiyono (2017:37) associative is a research problem formulation that is asking for the relationship between two or more variables. This means that it explains how the two relationships between variables X (independent) and variable Y (dependent) reflect a causal relationship, namely a causal relationship, where if the variable X (independent) changes either positively or negatively, it will affect changes in the variable Y (dependent).) either positive or negative. In this study, the unit of analysis is the individual Cimerang village employee. The population in this study is the village apparatus and other institutions that are included in the list of Governments in the Cimerang Village, Purabaya District, Sukabumi Regency as many as 67 people. The sample is part of the number and characteristics possessed by the population. While the sample size is one step to determine the size of the sample taken in carrying out a study. Withdrawal of the sample in this study using a non-probability sampling technique with the census method, this is in accordance with the above definition if the population is less than 100 then all the research samples taken in this study are equal to the total population of 67 people. The data collection method used is by way of documentation studies and questionnaires. In this study, the main research instrument in the form of a questionnaire was used

4. RESULTS AND ANALYSIS

The number of respondents in this study on leadership on the performance of apparatus and institutions in Cimerang Village, Purabaya sub-district as many as 67 residents in Cimerang Village. The characteristics of respondents in this study are as follows:

Tabel 2. Demographic Profile of Respondent

Atribute	Category		Amount	Percentage (%)
Gender	Male		45	67,2
	Female		22	32,8
Total			67	100
Age	17-24		15	22,4
	25-30		19	28,3
	31-35		10	14,2
	36-40		9	13,4
	41-45		11	16,4
	>46		4	5,3
Total			67	100
Education Background		Junior HighSchool	21	31,4
		Senior High School	26	38,8
		Diploma 3	6	8,9
		Undergraduate	14	20,9
Total			67	100

Source: Data yang diolah, 2021

From table 2 above, it can be explained that all Cimerang Village apparatus who were used as respondents were male as much as 67.2% percentage, and 32.8% female. Most of the respondents' ages were between 25-30 years of 28.3%. The education level of the respondents was mostly high school, which was 38.8%. The validity of the variable (X) test was carried out in 4 dimensions, which were described by 8

indicators using a computer calculation program SPSS 24 analysis of person correlations. Based on the results of these calculations, the instrument validity test can be seen in the table below:

Tabel 3. Validity Test Result of Leadership Variable (X)

Item	r with average	Critic Value	Result
1	0,615	0,3	Valid
2	0,442	0,3	Valid
3	0,501	0,3	Valid
4	0,430	0,3	Valid
5	0,602	0,3	Valid
6	0,627	0,3	Valid
7	0,589	0,3	Valid
8	0,522	0,3	Valid

Source: Data yang diolah, 2021

Validity test of the variable (Y) The performance of the village apparatus was carried out in 5 dimensions with which 14 indicators were described from the variable of the performance of the village apparatus using the SPSS 24 program, pearson correlation analysis. Based on the results of these calculations, the instrument validity test can be seen in the table below:

Tabel 4. Validity Test Result of Aparatus Performance

Item	r with total	Critic Value	Result
1	0,622	0.3	Valid
2	0,499	0.3	Valid
3	0,579	0.3	Valid
4	0,433	0.3	Valid
5	0,597	0.3	Valid
6	0,621	0.3	Valid
7	0,479	0.3	Valid
8	0,548	0.3	Valid
9	0,679	0.3	Valid
10	0,561	0.3	Valid
11	0,405	0.3	Valid
12	0,474	0.3	Valid
13	0,541	0.3	Valid
14	0,522	0.3	Valid

Source: Data yang diolah, 2021

Based on the results of the validity test, all questions are valid, which means that all questions can measure what they want to measure, namely measuring the performance of the Cimerang Village apparatus.

Testing the reliability of the instrument variable (X) Leadership and the instrument variable (Y) The performance of the Village Apparatus can be analyzed through the SPSS 24 statistical computer program, so the cronbach alpha value is obtained. The reliability value of the Leadership variable instrument from 8 statements is 0.778, meaning the reliability value is 0.778 > 0.6, meaning the Leadership variable is quite reliable, which means it is trusted enough as a tool to collect data or answers from respondents. The reliability value of the Cimerang Village Performance variable instrument from 14 statement items is 0.737, meaning that the reliability value is 0.737 > 0.6, meaning that the Cimerang Village Performance variable instrument is quite reliable, meaning it is quite reliable as a tool to collect data or answers from respondents.

Based on the results of the analysis of the variable (X) Leadership, it can be concluded that the respondents' assessments agree with 8 indicators, namely as follows:
1. Leaders in solving problems always look at it from a point of view that directly involves village employees, 50.7% of respondents agree.
2. Leaders always involve employees in making decisions, 50.8% of respondents agree
3. Leaders always come up with ideas 43.2% of respondents agree
4. Suggestions given by the leader always motivate every employee to work better, 35.8% of respondents agree Strongly agree
5. Leaders always provide support for 40.3% of respondents agree

6. Leaders can provide direction to employees clearly and in detail, 46.3% of respondents agreed.
7. Leaders always have a sense of responsibility to every employee, 38.8% of respondents agree.
8. Leaders are able to improve the implementation capabilities and functions of employees, so they can work better, 41.7% of respondents agree.

Based on the above, the respondents who agreed about the variable (X) namely Leadership with an average level of achievement of 52.6%.

Based on the results of the analysis of the performance of village employees, it can be concluded that the respondents' assessments agreed with the 11 indicators of the performance of village employees, namely as follows:
1. Village employees try to improve the quality of work, 59.7% of respondents agree.
2. Village employees have good skills at work, 41.8% of respondents stated strongly agree.
3. Employees have been in accordance with the specified time, 43.2% of respondents agreed.
4. The work achieved by village employees is in accordance with the accuracy of the work plan, 50.9% of respondents agree.
5. Village employees are able to solve problems at work, 53.7% of respondents agree.
6. Village employees have good ideas and ideas at work, 37.3% of respondents strongly agree.
7. The tasks given are in accordance with the abilities of village employees, 44.7% of respondents agree.
8. Village employees always want to excel, 47.8% of respondents agree.
9. Village employees are technically capable in carrying out the tasks given, 37.3% of respondents agreed.
10. Village employees have a good relationship with co-workers, 67.1% of respondents agree.
11. Village employees have a good relationship with the leader, 52.2% of respondents agree.

Based on the above, the respondents who agreed about the performance of village employees with an average level of achievement of 43.0%.

Meanwhile, the other 3 indicators are considered unfavorable or doubtful by the respondents, namely the following indicators:
1. The quality of work of village employees is in line with agency expectations, 52.2% of respondents expressed doubts
2. Village employees always make the best use of time, 34.3% of respondents expressed doubts
3. Village employees have creativity in their work, 49.2% of respondents expressed doubt.

Based on the above, respondents who stated that they were not good or had doubts about the performance of village employees with an average level of achievement of 45.0%.

The analysis of the influence of the leadership variable (X) on the performance of Cimerang Village Employees (Y) can be measured through correlation analysis, the results of which can be seen in the following table:

Tabel 5. Correlation Analysis

			jumlah	Total
Spearman's rho	jumlah	Correlation Coefficient	1.000	.784**
		Sig. (2-tailed)	.	.000
		N	67	67
	total	Correlation Coefficient	.784*	1.000
		Sig. (2-tailed)	.000	.
		N	67	67

Source: SPSS, 2021

Based on the table above, it is known that the correlation value of the leadership relationship (X) on the performance of Cimerang village employees (Y) is 0.784, this correlation value is between 0.60 - 0.799. This means that the relationship between leadership and performance motivation has a strong relationship, the nature of the leadership relationship with the performance of Cimerang Village Employees, Purabaya District,

Sukabumi Regency, the value is positive (+), meaning that if leadership increases, the performance of village employees in Cimerang Village, Purabaya District, Sukabumi Regency will increase.

The value of the coefficient of determination (KD) can be seen from the model summary below:

$$KD = r^2 \times 100\,\%$$
$$KD = 0{,}775^2 \times 100\,\%$$
$$= 0{,}600625$$
$$= 0{,}600$$

Based on the above calculation, it is known that the coefficient of determination or R square is 0.600, which means that the influence of Leadership (X) on Cimerang Village Employee Performance (Y) is 60.0% and the remaining 40.0% is influenced by other variables not examined.

Measuring the magnitude of the change in the village employee performance variable (Y) As a result of the change in the Leadership variable (X) it can be seen through the regression coefficient value, the results of which can be seen in table 4.29 below:

Tabel 6. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	,441	,491		,899	,376
	jumlah	,992	,153	,775	6,486	,000

Source: SPSS, 2021

Based on the table above, it can be formulated in the regression formula, namely:

$$Y = 0{,}441 + 0{,}992\,X$$

Which means that leadership increases by 1 point, then the performance of village employees increases by 0.992 points, if leadership increases by 2 points, the performance of village employees increases by 2 x 0.992 which is 1.984 assuming the constant value is at 0.441.

5. CONCLUSION

Based on the results and discussion as well as the problems studied, the following conclusions can be drawn among others from the 8 indicators of measurement of the leadership variable, it can be concluded that the respondents' assessments have 8 indicators that agree with an average level of achievement of 52.6%. Furthermore, from the 14 indicators of employee measurement, it can be concluded that there are 11 indicators that agree with the average level of achievement of 43.0% and those who state that they are not good or in doubt there are 3 indicators with an average level of achievement of 45.0 % that is, quality as expected, utilizing time and creativity.

The correlation value of the leadership relationship (X) with employee performance (Y) is 0.784. This correlation value is between 0.60 – 0.799, which means that leadership and employee performance have a strong relationship, the nature of the leadership relationship with employee performance is positive (+) which means that if leadership increases then The performance of employees at the Cimerang Village office, Purabaya sub-district, Sukabumi Regency will increase.

The value of the coefficient of determination or R square is 0.600, which means that the influence of leadership (X) on employee performance (Y) is 60.0% and the remaining 40.05 is influenced by other variables not examined in this study. Meanshile, the value of the regression equation Y=0.441 + 0.992X, which means that if leadership increases by 1 point then employee performance increases by 0.992 points, if Leadership increases by 2 points, employee performance increases by 2 x 0.992, which is 1.984 assuming the constant value is at 0.441.

Besides, some recommendations that can be propose such as for The leadership variable is to always do the best performance in order to motivate all the performance of the apparatus and other institutions. in

order to become a developed and prosperous village both in the work environment and in the immediate community. Through good performance, it will trigger a work ethic, enthusiasm, imagination, ideals, responsibility, and willingness to cooperate well between lines and between employees so that the expectations of the agency will be achieved. In order to improve employee performance variables, it is recommended that there are 3 indicators that must be improved, namely quality as expected, utilizing time and creativity. Based on the results of the respondents' assessment above, it is clear that these indicators are assessed by the respondents compared to other indicators. Suggestions are given to related parties to improve the four indicators by providing a good working environment to do the job. That a good work environment is one of the important factors in improving employee performance and productivity, so that the quality of employee work will continue to increase. Convincing employees that employees can make the best use of time and complete work on time by motivating and encouraging employees to find their own solutions first. If you really need help, the new leader provides assistance to employees in solving problems. Give employees a challenge and greater space to work and utilize time. Providing adequate training to employees. Training or training will increase the knowledge and ability of employees to work and be creative, thus, employees can also do work professionally and enthusiasm for work can also be improved. The influence of leadership on employee performance has a strong or positive influence which can be explained if leadership increases then employee performance will increase, conversely if leadership decreases then employee performance at the Cimerang village office, Purabaya district, Sukabumi regency will also decrease.

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