The Effect of Leadership on the Performance of Village Apparatus and Community Institutions at the Cibenda Village Office, Ciemas District, Sukabumi Regency

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Article Information	ABSTRACT
Corresponding Author: Udriyah, Management Department, Universitas Global Jakarta, Depok, Indonesia. Email: udriyah@jgu.ac.id	*One of the things that must be considered in the implementation of work is the realization of good employee performance. Therefore employee performance needs to be considered in an effort to achieve maximum goals, this shows that leadership has a very important role in achieving employee performance, and leaders are able to apply appropriate leadership and in accordance with existing situations and conditions, so employees will also can work comfortably and with high enthusiasm, this work assessment is carried out to assess and is also used to evaluate abilities, skills, assess achievement and reassess the growth of each employee. If this performance appraisal is done properly it can be used to increase loyalty and motivation for the employees* **Keywords:** Leadership, Employee, Performance

1. INTRODUCTION

Human resources both occupying leadership positions and members are important factors in every organization or agency (Sasue et al, 2021; Watania et al, 2018; Iqbal et al, 2015) both government and private, especially to achieve organizational goals. Cibenda Village is one of the community service institutions that is responsible for developing, improving the quality and coordinating elements of community services. One of the things that must be considered in carrying out work is the realization of good employee performance (Agustin, 2019). Leadership has a very important role in achieving employee performance (Istiharoh, 2017; Muizu et al, 2019; Iskamto et al, 2021), and leaders are able to apply appropriate leadership and are in accordance with existing situations and conditions, so employees will be able to work comfortably and enthusiastically.

Based on observations in the field of performance appraisal of the Cibenda village office equipment using a systematic or sequential and effective assessment sheet model in implementation, there are still complaints from the community against the village government, especially in providing services. Some of these complaints regarding service problems in population management and the fulfillment of facilities and infrastructure that are the needs of the community, this can be seen from the results of performance achievements as follows:

Table 1. Results of Appraisal Performance of Cibenda Village Office Apparatus in 2017-2019

No	Activities	Target	Rating result		
			2017	2018	2019
1	Service quality	95%	80%	75%	80%
2	Optimization of Infrastructure	95%	75%	65%	70%
3	Communication	95%	85%	75%	80%
4	Cooperation	95%	85%	90%	80%
5	Development and empowerment	95%	60%	55%	60%

Source: Cibenda Village Office 2020

Based on the table above, it can be seen that from the aspect of the activity assessment of all indicators, none of the assessment results reached the target. Based on the background above, the writer can formulate the problem as follows:

1. How is the leadership of the Cibenda Village office, Ciemas District, Sukabumi Regency?
2. How is the performance of the Village apparatus and Community Institutions at the Cibenda Village office, Ciemas District, Sukabumi Regency?
3. How is the influence of leadership on the performance of Village Apparatus and Community Institutions at the Cibenda Village office, Ciemas District, Sukabumi Regency?

2. LITERATUR REVIEW

Leadership is defined as a person's ability to move, direct, as well as influence the mindset, the way each member works to be independent in working, especially in making decisions for the sake of accelerating the achievement of predetermined goals (Wahyudi, 2009; Rizky, 2022). According to Wahyudi (2009) there are 2 ways in measuring leadership, namely (1) leadership characteristics and (2) effective leadership.

Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Supardi, 2016; Mangkunegara, 2017; Wijaya, 2018; Ardian, 2019). Performance is influenced by three factors or dimensions (Nasyoroh & Wikansari, 2017), namely (1) individual factors/dimensions (individual attributes), (2) psychological factors/dimensions (work effort) and (3) organizational factors/dimensions. (organizational support).

Yukl (2012) and Muizu (2019) say that the path goal theory of leadership has been developed to explain how a leader's behavior affects employee satisfaction and performance. The role of a leader is important to achieve the desired organizational goals, including government organizations, especially with regard to improving employee performance in carrying out their work. For more details can be seen in the picture of the research framework below:
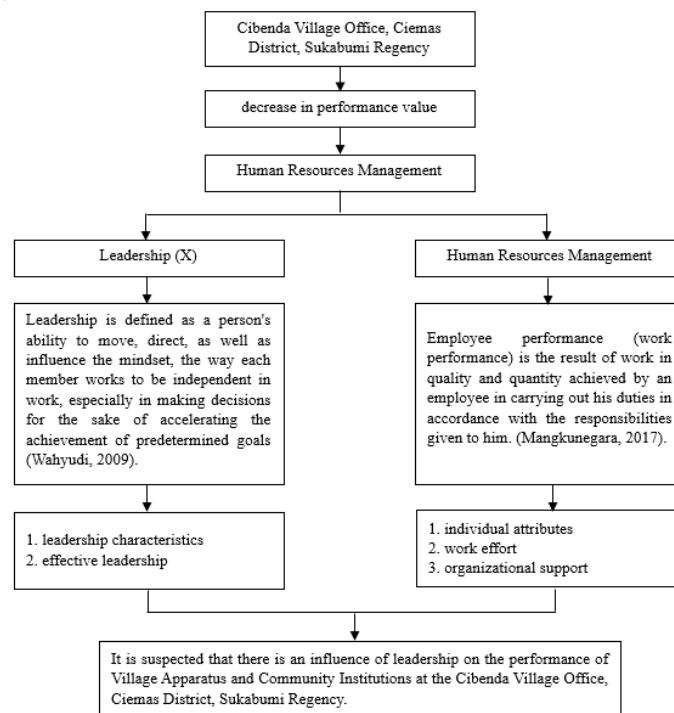

Figure 1. Thinking Framework

Based on the above study, this researcher will be limited to studying the influence of leadership on performance. Thus, to clarify between variables X and Y, it can be explained in the paradigm image as follows:
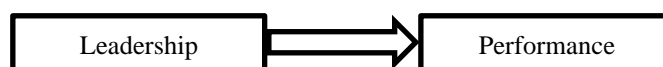

Figure 2. Research Paradigm

Based on the research framework and paradigm, the hypotheses are formulated H1: It is suspected that there is an influence of leadership on the performance of Village Apparatus and Community Institutions in Cibenda Village, Ciemas District, Sukabumi Regency

3. RESEARCH METHOD

The research design used is descriptive associative, namely research that aims to determine the relationship between two or more variables. The approach used by researchers is a quantitative approach. The unit of analysis in this study is the Village Apparatus and Community Institutions at the Cibenda Village Office, Ciemas District, Sukabumi Regency. Based on the Regulation of the Minister of Home Affairs Number 84 of 2015, that the Organizational Structure and Work Procedure of the Village Government in accordance with Part One Article 2 paragraph (2) reads "Village apparatus as referred to in paragraph (1) consists of: Village Secretary, Regional Executive and Technical Executor. Based on this understanding, the population in this study is the Village Apparatus and Community Institutions at the Cibenda Village Office, Ciemas District, Sukabumi Regency, amounting to 68 people. The sampling technique in this study uses 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 samples in the study are taken. So that the number of samples in this study is the same as the total population of 68 people.

The method of data collection in this research is to use questionnaires and questionnaires. This study uses a Likert scale (Sugiyono, 2014), which consists of answers and weights Strongly Agree (5), Agree (4), Doubtful (3), Disagree (2), and Strongly Disagree (1). The data analysis method that will be used in this study is an instrument test consisting of validity and reliability tests, statistical analysis consisting of correlation analysis, determination test, and regression analysis.

4. RESULTS AND ANALYSIS

In this section, the results of the respondent's characteristics, descriptive analysis, correlation analysis and coefficient of determination, and regression analysis will be described.

a. Respondent's Characteristics

Based on the results of the study, it can be seen the respondent's characteristics as follows:

Table 2. Characteristics of Respondents

Attribute	Category	Quantity	Percentage
Gender	Man	28	41%
	Woman	40	59%
Age	17 – 22 years old	4	6%
	23 – 28 years	18	26%
	29 – 34 years	38	56%
	> 35 years old	8	12%
Education	Senior High School	48	71%
	Diploma (D3)	4	6%
	Bachelor (S1/D4)	14	21%
	Master (S2)	2	3%

Source: primary data processed, 2020

b. Descriptive Analysis

Descriptive analysis explains that of the two dimensions of the leadership variable described in 10 questions, the average respondent stated that there were 8 indicators that were good with an average value of 59.73% and those who stated that they were not good were 2 indicators with an average value of 41.95%. . Meanwhile, for the performance variable, it is known that respondents' answers that assess the 3 dimensions described in 10 indicators, on average respondents stated that 5 indicators were good with an average value of 49.7%. And those who stated that they were not good were 5 indicators with an average value of 60.5%.

c. Correlation Analysis and Coefficient Determination

To be able to find out how much influence leadership has on the performance of Village Apparatus and Community Institutions at the Cibenda Village office, Ciemas District, Sukabumi Regency, a correlation analysis was carried out as follows:

Table 3. Correlation Test Results

			Kepemimpinan	Kinerja Pegawai
Spearman's rho	Kepemimpinan	Correlation Coefficient	1,000	,432**
		Sig. (2-tailed)	.	,000
		N	68	68
	Kinerja Pegawai	Correlation Coefficient	,432**	1,000
		Sig. (2-tailed)	,000	.
		N	68	68

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed by SPSS, 2020

Based on the table above, it is known that the correlation value of the closeness of the variable X (Leadership) to the variable Y (Performance) is 0.432 with the correlation value between 0.40 – 0.599, having criteria for a moderate level of closeness or relationship level.

To be able to know further how much influence the two variables have, it can be known by determining the value of the coefficient of determination which is stated with the following results:

$$KD = r^2 \times 100\%$$
$$KD = 0,432^2 \times 100\%$$
$$KD = 0,1866 \times 100\%$$
$$KD = 18,66\%$$

Based on the results of the above calculation, it is known that the coefficient of determination is 18.66%. Which means that the influence of leadership on employee performance is 18.66% and the remaining 81.34% is influenced by other factors outside the research variables such as motivation, compensation, competence, discipline, and others.

d. Regression Analysis

The results of the regression analysis can be seen based on the following table.

Table 4. Coefficients Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,170	2,278		9,730	,000
	Kepemimpinan	,239	,057	,460	4,213	,000

a. Dependent Variable: Kinerja Pegawai

Source: Primary data processed by SPSS, 2020

Based on the table above, it is known that the results of the regression analysis are, Y = 22.170 + 0.239 x. Which means that if variable X increases by 1-point, variable Y increases by 22.170 points, if leadership increases by 2 points, employee performance increases by 2 x 0.239, which is 0.478 assuming the constant value is at 22.170.

This means that this study shows conformity with the hypothesis and the results are in accordance with previous research on a similar topic that leadership has an effect on employee performance (Arianty, 2018; Isvandiari & Al Idris, 2018; Muizu, 2019; Marjaya & Pasaribu, 2019; Fazira & Mirani, 2019).

5. CONCLUSION

Based on the results of the study, there is an influence of leadership on the performance of Village Apparatus and Community Institutions at the Cibenda Village office, Ciemas District, Sukabumi Regency. It is hoped that more employees will be involved in education and training programs organized by the village government or outside to improve knowledge and skills, so that the ability of employees to take decisions or actions in completing work can be better. Increased knowledge and skills of employees can also avoid carelessness until the right decisions and actions are taken.

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