

The Influence Of Work Motivation And Leadership On The Performance Of Village Apparatus In Semumu Village, Depati VII

Original Article

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Abstract

The purpose of this research is to determine The Effect Of Work Motivation And Leadership On The Performance Of Village Officials In Semumu Village, Depati VII District. The data analysis method uses multiple linear regression analysis. The data collection technique used was a questionnaire. The population of this study consisted of all village officials and community members, totaling 30 individuals, and used a saturated sampling method. The type of research used in this study is a quantitative approach, with multiple linear regression testing, conducting validity and reliability tests on the statement items of each variable, as well as T-tests and F-tests, processed using SPSS version 23. The research results show that the independent variable of work motivation has no significant effect on employee performance when considered individually, while leadership has a significant effect on employee performance. The results of simultaneous regression analysis from the ANOVA test or F test yielded an F value of 4.186 with a significance level of 0.026. Because the significant probability is much smaller than 0.05, this indicates that it can be concluded that there is a simultaneous effect of work motivation and leadership on employee performance.

Keywords: Work Motivation, Leadership, Performance.

1. Introduction

Village government is the spearhead of government administration closest to the community. Since the enactment of Law Number 6 of 2014 concerning Villages, demands on the performance of village officials have increased, particularly in terms of administrative management, public services, and village development. Village officials play a strategic role in supporting the success of development and public services at the grassroots level. Therefore, their performance is crucial for the quality of governance and community well-being.

Based on the contents of Law Number 6 of 2014 concerning Villages, Chapter 1, Article 1 states that village regulations, namely legislation, are stipulated by the Village Head after being discussed and agreed upon with the Village Consultative Body. The regulations that have been made must be obeyed by the community that occupies or lives either permanently or temporarily in the village. Regulations are not made without a purpose, in Law Number 6 of 2014 concerning Villages, Article 4, there are 9 purposes for making regulations in a village, namely, 1) providing recognition and respect for existing villages with their diversity before and after the formation of the Unitary State of the Republic of Indonesia, 2) providing clarity of status and legal certainty for villages in the constitutional system of the Republic of



Indonesia in order to realize justice for all people Indonesia, 3) preserving and advancing the customs, traditions, and culture of village communities, 4) encouraging initiatives, movements, and participation of village communities to develop potential and Village Assets for the common welfare, 5) forming a professional, efficient and effective, open and responsible village government, 6) improving public services for village residents to accelerate the realization of general welfare, 7) increasing the socio-cultural resilience of village communities to create village communities that are able to maintain social unity as part of national resilience, 8) advancing the economy of village communities and addressing national development gaps, 9) strengthening village communities as subjects of development.

However, in practice, various issues still affect the performance of village officials. Data from the Ministry of Home Affairs shows that there are still gaps in the quality of services between villages in Indonesia. Several factors suspected of influencing village official performance are work motivation and the leadership of the village head. The increasing complexity of village officials' duties and responsibilities, particularly in managing Village Funds and implementing development programs, requires optimal support from both aspects. On the other hand, public demand for quality public services at the village level continues to increase, along with growing awareness of their rights as citizens. This further emphasizes the importance of improving the performance of village officials by strengthening work motivation and enhancing leadership quality. Every organization or agency, whether formal or informal, implements programs that are directed towards achieving agency goals. One way to do this is by improving employee performance. Employees are a crucial human resource (HR) in determining progress and achieving predetermined goals. According to Hasibuan in Pusparani 2021, performance is the skill, diligence, ability, and willingness of a person to devote time to carrying out and completing assigned tasks.

Work motivation also plays a crucial role in determining the quality of village officials' performance in carrying out government duties. Highly motivated village officials tend to be more responsible, innovative, and proactive in carrying out their duties. This motivation can be influenced by various internal and external factors, such as recognition for work achievements, career development opportunities, and a fair compensation system.

The leadership of the village head, as the highest leader at the village level, significantly influences the performance of village officials. An effective leadership style can foster a conducive work climate, motivate members, and direct them toward achieving the goals of the village government organization. Conversely, weak leadership can negatively impact the morale and performance of village officials. Semumu Village is a village in Depati Tujuh District, Kerinci Regency, Jambi Province. Semumu Village was formerly part of the Air Hangat District. In 2001, there was a division of several districts in Kerinci Regency, so that administratively, Semumu Village officially changed and was included in the new district area, namely Depati Tujuh District.

Based on initial observations at the Semumu Village Head's Office, several phenomena remained visible, indicating suboptimal employee performance. Some of the phenomena that researchers found included: Work Motivation (X_1), for example, lack of compensation for the performance of village officials, lack of recognition and appreciation, lack of understanding of the tasks that must be carried out by village officials, unclear goals and roles, and lack of work discipline. Furthermore, from the leadership factor. The reality found in the field, such as a Lack of clear vision and direction, suboptimal support and guidance, and an inability to develop employee potential.

The significance of this research lies in its contribution to the development of public administration. The results are expected to be not only academically beneficial but also serve

as a reference for policymakers in designing strategies to improve the performance of village officials, both through motivational development and effective leadership development.

Based on the above phenomenon, the researcher is interested in conducting this research by taking the research title "The Influence of Work Motivation and Leadership on the Performance of Village Apparatus in Semumu Village, Depati VII District".

2. Literature Review

Clearly outline the literature from Theory A, Theory B, or even previous work or research framework. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. (no space between x.1, x.2, x.3) (Please use Heading style -> Text | Malaqbipublisher.com).

2.1. Work Motivation

A monotonous routine can reduce your enthusiasm and work motivation, which will have a negative impact on your performance and make it difficult to develop your career. Providing employees with the right work motivation will foster enthusiasm, willingness, and sincerity in their work. Increasing enthusiasm and willingness to work will increase work productivity.

2.1.1. Understanding Motivation

In Latin, "movere," meaning "pusher," "movement," or "movement," is the origin of the word "motivation." Motivation is about inspiring followers or employees to perform optimally or to perform at their best. According to Robins (in Ekhsan 2019), motivation is defined as a condition that demonstrates an individual's intensity, direction, indication, sincerity, and tenacity in achieving goals.

According to George's motivation theory in Taruh (2020), a person is motivated by things such as fair and appropriate wages, opportunities for advancement and promotion, individual acceptance, job security, a comfortable workplace, group support, justice or equal treatment, and recognition for achievement.

According to Hasibuan in Lubis (2021:8), motivation is a stimulus for desire and a driving force for a person's willingness to work because motivation has a specific goal to be achieved. Meanwhile, Siagian in Lubis (2021:8) states that motivation is a psychological state that encourages, activates, or moves, and it is motivation that directs and channels a person's behavior, attitudes, and actions, which are always linked to achieving goals, both organizational goals and the personal goals of each member of the organization.

2.1.2. Motivation Goals

According to Hasibuan in Lubis (2021:8), the goals of work motivation are as follows: Improve employee morale and job satisfaction, Increase employee work productivity, Maintaining the stability of company employees, Improve employee discipline, Streamline employee procurement, Creating a good working atmosphere and relationships, Increase employee loyalty, creativity and participation, Improve employee welfare levels, Increase employees' sense of responsibility for their duties, Increase the efficiency of use of tools and raw materials.

2.1.3. Types of Motivation

According to Hasibuan in Lubis (2021:10), there are two types of motivation, namely:

- a) Positive motivation (positive incentives): Managers motivate subordinates by rewarding them for good performance. This positive motivation will increase their work ethic, as people generally enjoy receiving good things.
- b) Negative motivation (negative incentives): Managers motivate their subordinates by punishing those who perform poorly (low performance). This negative motivation will increase subordinates' work ethic in the short term because they fear punishment, but in the long term, it can have negative consequences.

2.1.4. Work Motivation Indicators

Mangkunegara in Anwar (2020:23) mentions several indicators of work motivation as follows:

- a) Responsibility (Responsibility), fully responsible for completing one's own work.
- b) Achievement (Achievement), completing tasks as best as possible.
- c) Recognition (Recognition), the desire to obtain a reward greater than the usual amount, which is triggered by recognition.

2.2. Leadership

Leadership is a person's ability to influence and direct individuals or groups in achieving predetermined goals. The term leadership itself has been extensively studied and defined by experts.

2.2.1. Leadership Functions

The leadership function is directly related to the social situation in group life or each institution, which implies that each leader is inside and not outside the situation. Operationally, there are five main functions of leadership as stated by Veitzhal Rivai in Nasrullah 2019: 8, namely: 1. Instruction function, 2. Consultation function, 3. Participatory function, 4. Delegation function, 5. Control function.

2.2.2. Leadership Functions

SP Siagian in Sedarmayanti (2016:274) explains various leadership theories, which are divided into three parts, namely:

- a) Genetic Theory, leadership is brought from the moment humans are born into the world.
- b) Social Theory, a leader will be able to become a leader because they are created by society.
- c) Ecological Theory, prospective leaders have more or less brought talent since birth, but talent alone is not enough to be used as leadership capital; therefore, talent must be complemented by education and life experience.

2.3. Performance

Performance is the result of a person's job function or activities within an organization, influenced by various factors to achieve organizational goals within a specific time period. Performance is the success of personnel, teams, or organizational units in achieving predetermined strategic goals through expected behavior.

3. Methods

This type of research uses a quantitative research method, which is an approach to knowledge discovery that uses data in the form of numbers, and the SPSS program as a tool in processing the data results.

3.1. Research Variable

An independent variable, namely a variable that can influence the dependent variable and does not have a dependency between variables. Work motivation (X₁), and leadership (X₂), a variable-free in this research.

The dependent variable namely the variable influenced by the independent variable. The performance (Y) of village officials is the dependent variable in this study.

3.2. Population and Sample

Kuncoro in Ariono (2017). A population is a complete group of elements (units where the required data will be collected), which are usually people, objects, transactions, or events, where people are interested in studying them or becoming research objects. The population used in this study was village officials and the community, totaling 30 people. Community samples were taken purposively or based on criteria, which include: people making land certificates (8), birth certificates (3), family cards (1), and ID cards (4).

3.3. Data Analysis Techniques

The Likert Scale is a frequently used assessment method in surveys to measure respondents' attitudes, opinions, or perceptions of a statement. This scale was developed by Rensis Likert in 1932 and usually consists of a statement followed by a choice of responses in the form of levels. The Likert Scale, first used by Rensis Likert in 1932, is one of the most common measurement methods used in survey research to measure attitudes, perceptions, and the level of agreement or disagreement of a person with a statement or question. Since then, it has become a very popular tool among social and educational researchers.

4. Results and Discussion

4.1. Description of Research Results

The sample size for this study was set at 30 respondents. Respondent characteristics were needed to complement the research data analysis and ensure that the conclusions presented were in line with reality. These characteristics, described in this section, include age, gender, and education level.

4.1.1. Reliability Test

Table 4. Results of the Research Questionnaire Reliability Test

No	Variables	Cronbach's Alpha	Information
1	Work motivation	0.902	reliable
2	Leadership	0.875	reliable
3	Performance	0.755	reliable

The processed data above shows that the Cronbach's Alpha value for the variables Work Motivation (X₁), Leadership (X₂), and Employee Performance (Y) is greater than 0.6 (Table 4). Thus, it can be concluded that the statements in this questionnaire provide accurate results.

4.1.2. Normality Test

Table 5. Test Normality Test Data Analysis
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parametersa,b	Mean	.0000000
	Standard Deviation	3.52426638
Most Extreme Differences	Absolute	.112
	Positive	.077
	Negative	-.112
Test Statistics		.112
Asymp. Sig. (2-tailed)		.200c,d

Based on Table 5 above, the significance value information obtained is $0.200 > 0.05$. Based on the basis for decision making, namely:

- a) If the significance value > 0.05 , then the residual data is normally distributed.
- b) If the significance value is < 0.05 , then the residual data is not normally distributed.

Therefore, it can be concluded from the normality test that the residual data is normally distributed.

4.1.3. Linearity Test

Linearity between Work Motivation (X1) and Performance (Y)

Table 6. Linearity (X1) Against (Y)

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
kinerja * motivasi kerja	Between Groups	(Combined)	82.400	14	5.886	.227	.996
		Linearity	.888	1	.888	.034	.856
		Deviation from Linearity	81.512	13	6.270	.241	.993
Within Groups			389.467	15	25.964		
Total			471.867	29			

Source: SPSS Processing Output Version 23

Based on the results of the data analysis in Table 6 above, it can be seen that the F count value = 0.241, and the sign value (Deviation from Linearity) = 0.993 $> \alpha = 0.05$. Because the significant value is greater than Alpha (0.05), it can be stated that the Work Motivation variable (X1) on Performance (Y) is linear.

Linearity between Leadership (X2) and Performance (Y)

Table 7. Linearity (X2) Against (Y)

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
kinerja * kepemimpinan	Between Groups	(Combined)	256.067	14	18.290	1.271	.324
		Linearity	110.073	1	110.073	7.651	.014
		Deviation from Linearity	145.993	13	11.230	.781	.670
Within Groups			215.800	15	14.387		
Total			471.867	29			

Source: SPSS Processing Output Version 23

Based on the results of the data analysis in Table 7 above, it can be seen that the F count value = 0.781, and the sign value (Deviation from Linearity) = 0.670 > α = 0.05. Because the significant value is greater than Alpha (0.05), it can be stated that the Leadership variable (X2) on Performance (Y) is linear.

4.1.4. Multiple Linear Regression Analysis

Table 8. Results of Multiple Linear Regression Analysis Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	18,924	7,661		2,470	.020
work motivation	.034	.098	.058	.346	.732
Leadership	.317	.110	.485	2,882	.008

a. Dependent Variable: performance

Source: SPSS Processing Output Version 23

Referring to Table 8 above, the data obtained shows that the constant value or value representing Y is 18.924, the regression coefficient value for the Work Motivation variable (X1) is 0.034, and the regression coefficient value for the Leadership variable (X2) is 0.317. Therefore, a simple linear regression equation can be formulated as follows:

$$Y = a + b_1 x_1 + b_2 x_2$$

$$Y = 18.924 + 0.034 + 0.317$$

The following are the results that can be concluded from the regression equation above:

- a) The constant coefficient (a) is 18.924, which means that the employee performance value (Y) is 18.924, when the independent variables (Motivation, Work, and Leadership) have not been taken into account and have not influenced the dependent variable.
- b) For every one-unit increase in the Work Motivation variable (X1), there will be a 0.034-unit increase in the Employee Performance variable (Y). This indicates that the regression coefficient has an influence, so it can be said that the direction of the influence of variable X1 on Y is positive.
- c) For every one-unit increase in the Leadership variable (X2), there will be a 0.317-unit increase in the Employee Performance variable (Y). This indicates that the regression coefficient has an influence, so it can be said that the direction of the influence of variable X on Y is positive.

4.1.5. Partial Test (t-test)

This test aims to determine whether the independent variable (X) has a significant influence on the dependent variable (Y). If the calculated t value > t table, then the independent variable individually has an influence.

On the dependent variable. Likewise, with a significance level < 0.05, the hypothesis is accepted. The partial test results can be seen in the following table:

Table 9. Partial Test Results (t-test) Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	18,924	7,661		2,470	.020
work motivation	.034	.098	.058	.346	.732
Leadership	.317	.110	.485	2,882	.008

Dependent Variable: performance

Source: SPSS Processing Output Version 23

- a) From the results of the table, it can be seen that the results of the t-test for the work motivation variable have a calculated t value < t table ($0.346 < 2.048$) with a significance level of $0.732 > 0.05$. Therefore, H1 is rejected, so that partial work motivation does not affect the performance of village officials.
- b) From the table results, it can be seen that the t-test results for the leadership variable have a calculated t value > t table ($2.882 > 2.048$) with a significance level < 0.05 ($0.008 < 0.05$). Therefore, H2 is accepted, so that leadership partially influences the performance of village officials.

4.1.6. Simultaneous Test (F-test)

Table 10. Results of Simultaneous Test (F-test) ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	111,674	2	55,837	4,186	.026b
Residual	360,193	27	13,340		
Total	471,867	29			

a) Dependent Variable: performance

b) Predictors: (Constant), leadership, work motivation. Source: SPSS Processing Output Version 23

Based on the data in Table 10 above, the calculation results using the IBM SPSS 23 program with a significance level of 5%, it can be seen that the Fcount value is 4.186 with an Ftable value of 3.35, which means that $F_{count} > F_{table}$ and a significance value of $0.026 < 0.05$. It can be concluded that H_0 is rejected and H_a is accepted. The regression model can be used to predict work motivation and leadership together to influence the performance of village officials in Semumu Village, Depati VII District. This shows that hypothesis 3 (H_3), which states "there is a positive and significant influence of work motivation and leadership together on the performance of village officials in Semumu Village, Depati VII District," is accepted.

4.1.7. Coefficient of Determination (R²)

Table 11. Results of the Coefficient of Determination (R²) Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.486a	.237	.180	3,652

a. Predictors: (Constant), leadership, work motivation

Source: SPSS Processing Output Version 23

Based on the results of the coefficient of determination test in Table 11, the Adjusted R Square value was 0.237, or 23.7%. Therefore, it can be concluded that the simultaneous contribution of work motivation and leadership to village apparatus performance is 23.7%. The remaining 76.3% is influenced by other factors.

4.2. Discussion

Next, after the hypothesis testing has been carried out, it is necessary to carry out a discussion based on the results of the hypothesis testing, which will be explained as follows:

4.2.1. Work Motivation Has No Impact on Village Official Performance

Work motivation variables do not affect the performance of village officials in Semumu Village. This occurs because employees feel that they are not given sufficient rewards, incentives, and bonuses, and are not yet motivated to work harder, and wages that are not in accordance with the provincial minimum wage (UMP). As a result, employees have not produced good output, the quantity produced by employees is not up to company standards, the allocation of funds is not appropriate, and work in the village head's office has not been carried out on time. Salaries, incentives, bonuses, and awards for employees must be considered, at least with salaries that meet the provincial minimum standard, incentives that are commensurate with contributions, bonuses and awards that are commensurate with achievements that have been achieved.

4.2.2. Leadership Influences Village Apparatus Performance

The research results show that leadership influences the performance of village officials. Leaders who can manage employees effectively and direct them to work according to established procedures facilitate supervision. Leaders also maintain good communication by providing advice and sharing experiences with employees. This can improve employee discipline and reduce the risk of errors, thus improving employee performance.

5. Conclusion

- The work motivation variable partially did not significantly influence the performance of village officials in Semumu Village, Depati VII District. This indicates that the level of work motivation possessed by village officials has not been able to provide a strong impetus to significantly improve their performance.
- Leadership variables partially significantly influence the performance of village officials in Semumu Village, Depati VII District. This means that the leadership style adopted by the village head plays a significant role in influencing the enthusiasm, work direction, and quality of village officials' performance.
- Simultaneously, work motivation and leadership significantly influence the performance of village officials in Semumu Village, Depati VII District. The results of the simultaneous test (F test) show an F-count value of 4.186 with a significance level of $0.026 < 0.05$, which

means the research hypothesis is accepted. Thus, it can be concluded that the combination of work motivation and leadership together contributes to improving the performance of village officials, although partially, only leadership has a significant effect.

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