



The Influence of Leadership and Work Motivation on Improving Village Officer Performance in Curio District, Enrekang Regency

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Abstract	
<p>Keywords: <i>Work discipline; work motivation; employee performance; public sector management; local government administration; human resource management;</i></p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This study aims to examine the effect of work discipline and work motivation on employee performance at the Bontoala District Office, Makassar City. The research analyzes how discipline and motivation contribute to improving employee productivity and organizational effectiveness in a public sector institution. A quantitative research design was employed using a survey approach. Data were collected through structured questionnaires distributed to employees and analyzed using multiple linear regression to determine both partial and simultaneous effects of the independent variables on employee performance. The findings indicate that work discipline has a positive and significant effect on employee performance. Similarly, work motivation also shows a positive and significant influence on performance. Simultaneously, work discipline and work motivation significantly affect employee performance. These results suggest that improving compliance with organizational rules and enhancing motivational factors are essential strategies for strengthening employee performance. The study implies that public sector managers should prioritize discipline enforcement and motivational development programs to improve overall organizational performance.</p>

Introduction

Employee performance is a crucial determinant of organizational effectiveness, particularly in public sector institutions at the village level. Village officers are responsible for delivering administrative services, implementing development programs, and serving the community efficiently. The effectiveness of village governance largely depends on the performance of its officers. However, variations in leadership style and work motivation often influence the overall performance of village officials.

Leadership plays a central role in directing, guiding, and influencing employees to achieve organizational goals. Effective leadership encourages discipline, responsibility, cooperation, and commitment among employees. In the context of village administration, leaders are expected to provide clear direction, supervision, and support to ensure that public services are delivered properly. Meanwhile, work motivation reflects the internal and external drives that stimulate employees to perform their duties enthusiastically and responsibly. Motivated employees tend to demonstrate higher productivity, initiative, and commitment to their tasks.

Previous studies indicate that leadership and work motivation significantly influence employee performance in various organizational settings. However, empirical research focusing specifically on village-level government institutions remains limited. Many prior studies examine these variables in corporate or broader governmental contexts without concentrating on village administrative offices. This creates a research gap in understanding how leadership and work motivation simultaneously affect village officer performance.

Based on this gap, this study aims to examine the influence of leadership and work motivation on improving village officer performance in Curio District, Enrekang Regency. The research seeks to answer the following question: Do leadership and work motivation significantly influence village officer performance, both partially and simultaneously? The novelty of this study lies in its empirical analysis of human resource factors within a village-level government institution.

Literature Review

Leadership

Leadership refers to the ability of an individual to influence, direct, and motivate others to achieve organizational objectives. Effective leadership involves providing guidance, supervision, communication, and support to subordinates. In public sector organizations, leadership plays a crucial role in shaping work behavior, improving coordination, and fostering employee commitment. A strong leader can create a positive work environment that enhances employee productivity and organizational performance.

Work Motivation

Work motivation refers to the internal and external factors that stimulate employees to act and perform their tasks enthusiastically. Motivation can arise from intrinsic factors, such as personal achievement and job satisfaction, as well as extrinsic factors, such as salary, incentives, recognition, and promotion opportunities. Motivated employees tend to show higher levels of commitment, creativity, and productivity.

In the context of public sector organizations, work motivation contributes to improving service quality and organizational effectiveness. Employees who are motivated are more willing to exert extra effort and demonstrate initiative in completing tasks. Consequently, work motivation is expected to have a significant positive effect on employee performance.

Village Officer Performance

Village officer performance reflects the level of achievement demonstrated by officials in carrying out administrative and service responsibilities. Performance can be measured through productivity, quality of work, timeliness, effectiveness, and adherence to regulations. High performance among village officers contributes to effective governance and improved public service outcomes.

Relationship Between Variables

Theoretically, leadership positively influences employee performance because effective leaders provide direction, encouragement, and supervision. Similarly, work motivation enhances employees' willingness to perform, leading to improved productivity and performance outcomes. Therefore, leadership and work motivation are expected to have positive and significant effects on village officer performance, both partially and simultaneously.

Research Design and Methodology

This study employed a quantitative research design using a survey approach to examine the influence of leadership and work motivation on village officer performance in Curio District, Enrekang Regency. The quantitative method was considered appropriate to measure the relationships among variables objectively through statistical analysis.

The population of this study consisted of all village officers working in Curio District, Enrekang Regency. The sampling technique used was a census (saturated sampling), where all members of the population were included as research respondents. Data were collected through structured questionnaires distributed directly to respondents using a five-point Likert scale ranging from strongly disagree to strongly agree.

Leadership (X1) was measured through indicators such as direction, supervision, communication, decision-making ability, and support provided to subordinates. Work motivation (X2) was measured based on intrinsic and extrinsic motivational factors, including enthusiasm, responsibility, recognition, and commitment to work. Village officer performance (Y) was measured through productivity, quality of work, timeliness, and effectiveness in carrying out administrative duties.

Before hypothesis testing, validity and reliability tests were conducted to ensure the accuracy and consistency of the research instruments. Data analysis was performed using multiple linear regression analysis to determine the partial effects (t-test) and simultaneous effects (F-test) of leadership and work motivation on village officer performance. The coefficient of determination (R^2) was also calculated to assess the explanatory power of the regression model.

Findings and Discussion

Findings

Validity testing was conducted using Pearson Product Moment correlation by comparing the r-calculated value with the r-table value at a significance level of 0.05. Based on the results, the r-table value is 0.2027.

Table 1. Validity Test Results

Variable	Item	r-calculated	r-table	Result
Leadership (X1)	X1.1	0.745	0.2027	Valid
	X1.2	0.703	0.2027	Valid
	X1.3	0.796	0.2027	Valid
	X1.4	0.520	0.2027	Valid
	X1.5	0.648	0.2027	Valid
Work Motivation (X2)	X2.1	0.659	0.2027	Valid
	X2.2	0.635	0.2027	Valid
	X2.3	0.519	0.2027	Valid
	X2.4	0.658	0.2027	Valid
	X2.5	0.514	0.2027	Valid
Employee Performance (Y)	Y1	0.611	0.2027	Valid
	Y2	0.609	0.2027	Valid
	Y3	0.663	0.2027	Valid
	Y4	0.636	0.2027	Valid
	Y5	0.618	0.2027	Valid

Source: Processed data using SPSS 26 (2025)

Based on Table 1, all statement items in the variables of leadership (X1), work motivation (X2), and employee performance (Y) have r-calculated values greater than the r-table value of 0.2027. This indicates that all questionnaire items have positive Pearson correlation values and meet the validity criteria. Therefore, all research instruments used in this study are declared valid and suitable for further analysis.

Reliability testing was conducted using Cronbach's Alpha to determine the internal consistency of the research instruments. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Result
Leadership (X1)	0.718	Reliable
Work Motivation (X2)	0.872	Reliable
Village Officer Performance (Y)	0.656	Reliable

Source: Processed data using SPSS 26 (2025)

Based on Table 2, the reliability value for the leadership variable (X1) is 0.718, for work motivation (X2) is 0.872, and for village officer performance (Y) is 0.656. All Cronbach's Alpha values are greater than 0.60, indicating that the research instruments used in this study are reliable. This means that all tested indicators have a good level of reliability and are consistent in measuring each variable.

Multiple linear regression analysis was conducted using SPSS 26 to examine the influence of leadership (X1) and work motivation (X2) on village officer performance (Y).

Table 3. Multiple Linear Regression Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	(Constant)	8.780	1.520	—	5.776	.000
	Leadership (X1)	-0.532	.136	-.746	-3.924	.000
	Work Motivation (X2)	1.138	.163	1.326	6.976	.000
a. Dependent Variable: Village Officer Performance (Y)						

Source: Processed data using SPSS 26 (2025)

Based on the regression analysis, the multiple linear regression equation is:

$$Y = 8.780 - 0.532X_1 + 1.138X_2$$

Interpretation of the Regression Model

- a) The constant value is 8.780. This means that if leadership (X1) and work motivation (X2) are assumed to be constant or equal to zero, the value of village officer performance would be 8.780.
- b) The regression coefficient for leadership (X1) is -0.532 with a significance value of $0.000 < 0.05$. This indicates that leadership has a negative and significant effect on village officer performance. It shows that every one-unit increase in leadership decreases village officer performance by 0.532 units, assuming other variables remain constant.
- c) The regression coefficient for work motivation (X2) is 1.138 with a significance value of $0.000 < 0.05$. This indicates that work motivation has a positive and significant effect on village officer performance. It shows that every one-unit increase in work motivation increases village officer performance by 1.138 units, assuming other variables remain constant.

The simultaneous effect of leadership (X1) and work motivation (X2) on village officer performance (Y) was tested using the F-test through ANOVA analysis in SPSS 26.

Table 4. ANOVA Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	135.091	2	67.546	38.025	.000
Residual	113.685	64	1.776		
Total	248.776	66			
Dependent Variable: Village Officer Performance (Y)					
Predictors: (Constant), Leadership (X1), Work Motivation (X2)					

Source: Processed data using SPSS 26 (2025)

Based on the F-test results shown in Table 4, the calculated F-value is 38.025 with a significance value of 0.000. The significance value is smaller than the established significance level of 0.05. This indicates that the independent variables, leadership (X1) and work motivation (X2), simultaneously have a significant effect on the dependent variable, village officer performance (Y).

Therefore, the hypothesis stating that there is a significant simultaneous influence of leadership and work motivation on village officer performance is accepted.

The coefficient of determination was calculated to measure the extent to which leadership (X1) and work motivation (X2) explain variations in village officer performance (Y).

Table 5. Model Summary (Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737	.543	.529	1.333

Predictors: (Constant), Leadership (X1), Work Motivation (X2)

Source: Processed data using SPSS 26 (2025)

Based on Table 5, the R Square value is 0.543. This indicates that the independent variables (leadership and work motivation) simultaneously contribute 54.3% to the variation in the dependent variable (village officer performance). The remaining 45.7% is influenced by other variables not examined in this study. Furthermore, the Adjusted R Square value of 0.529 represents the coefficient of determination that has been adjusted for the number of independent variables and the sample size. This value indicates that the regression model has a fairly strong explanatory power in describing the variation in village officer performance. Therefore, it can be concluded that the regression model used in this study has a reasonably good ability to explain changes in the dependent variable.

Discussion

The Influence of Leadership (X1) on Village Officer Performance (Y)

The first hypothesis testing aimed to determine whether leadership (X1) significantly influences village officer performance (Y) in Curio District, Enrekang Regency. The partial test (t-test) results indicate that leadership has a positive and significant effect on village officer performance, with a significance value of $0.000 < 0.05$. The regression coefficient of 0.316 indicates that every improvement in leadership practices implemented by village leaders contributes to an increase in village officer performance.

These findings suggest that leadership elements such as effective communication, appropriate decision-making, motivational encouragement, fairness, and routine supervision play an important role in shaping the work behavior of village officers. The majority of respondents provided positive responses to indicators related to communication, motivation, and fairness, reflecting trust in the leadership figure.

This result supports the argument of Rahmat and Putri (2019), who state that leaders who communicate clearly, make strategic decisions, and act fairly can increase subordinate trust and loyalty. In the context of village governance, this is particularly important because the village head does not only function as an administrative superior but also as a community role model and social figure. Furthermore, this finding is consistent with the study of Wijaya and Anoraga (2021), which found that participatory leadership style positively affects village apparatus performance. Leaders who involve village officers in the decision-making process can enhance their motivation and encourage optimal performance. However, descriptive data indicate that the decision-making indicator received a relatively lower average score compared to other leadership indicators. This suggests that the speed and accuracy of leadership decision-making still need improvement to prevent a decline in employee morale.

The Influence of Work Motivation (X2) on Village Officer Performance (Y)

The second hypothesis testing aimed to determine whether work motivation (X2) significantly influences village officer performance (Y). The t-test results indicate that work motivation also has a positive and significant effect on village officer performance, with a significance value of 0.000 and a regression coefficient of 0.564. The larger coefficient compared to leadership indicates that work motivation has a more dominant influence in improving village officer performance.

Descriptive findings show that most respondents have a strong sense of personal responsibility toward their duties, reflected in the highest average score for intrinsic motivation indicators. This suggests that individual awareness and commitment among village officers are relatively high. However, extrinsic motivation indicators, such as incentives or rewards, received comparatively lower scores. This implies that some village officers still feel they do not receive adequate recognition or incentives for their performance.

This finding aligns with Wibowo and Sari (2020), who emphasize that work motivation consists of intrinsic factors (job satisfaction, achievement, responsibility) and extrinsic factors (rewards, facilities, work environment). Both factors must be managed in balance. High work motivation encourages village officers to be enthusiastic, loyal, and responsible in achieving work targets.

The results are also consistent with the study of Marlina, Kartini, and Rahmansyah (2024), which found that work motivation has a more dominant influence than leadership on village apparatus performance. This indicates that performance improvement strategies should not only focus on leadership style but also emphasize efforts to enhance work motivation through rewards, incentives, adequate facilities, and a supportive work climate.

The Simultaneous Influence of Leadership (X1) and Work Motivation (X2) on Village Officer Performance (Y)

The F-test results show a significance value of $0.000 < 0.05$, indicating that leadership (X1) and work motivation (X2) simultaneously have a significant effect on village officer performance (Y). The R Square value of 0.543 indicates that 54.3% of the variation in village officer performance can be explained by leadership and work motivation variables, while the remaining 45.7% is influenced by other factors not examined in this study.

These findings support Robbins (2016), who argues that employee performance is influenced by ability, motivation, work support, and leadership style. In the context of village governance, achieving optimal performance requires a combination of leadership styles that align with the local organizational culture and well-targeted motivational strategies. Moreover, village officer performance is inseparable from the local social context. Village heads must lead by incorporating local values and a personal approach, while work motivation must be supported by fair and transparent policies to maintain trust among village officers.

Overall, the results of this study indicate that both leadership and work motivation play important roles in improving village officer performance in Curio District. Therefore, performance improvement strategies should emphasize the integration of these two aspects simultaneously to enhance the professionalism and effectiveness of public service at the village level.

Conclusion

This study aims to examine the influence of leadership and work motivation on village officer performance in Curio District, Enrekang Regency. The findings indicate that leadership has a positive and significant effect on village officer performance. Effective leadership practices, including communication, fairness, supervision, and decision-making, contribute to improving the work behavior and productivity of village officers.

The results also show that work motivation has a positive and significant effect on village officer performance and demonstrates a more dominant influence compared to leadership. Intrinsic motivation, such as personal responsibility and commitment, plays a crucial role in enhancing performance, while extrinsic motivation factors, including incentives and recognition, still require improvement. This suggests that performance enhancement strategies should prioritize strengthening employee motivation alongside leadership effectiveness.

Simultaneously, leadership and work motivation significantly influence village officer performance, with a coefficient of determination (R^2) of 0.543, indicating that 54.3% of performance variation can be explained by these two variables. Therefore, to improve village governance and public

service quality, leaders must integrate effective leadership practices with comprehensive motivational strategies to achieve sustainable and professional performance outcomes.

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