FACTORS AFFECTING THE PERFORMANCE OF VILLAGE APPARATUS

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Abstract
This study aims to determine the factors that affect the performance of the village apparatus, using the independent variables, namely the work environment, organizational culture, and leadership style, while the dependent variable is the performance of the village apparatus. The object of research is the work environment, organizational culture and leadership style on the performance of the Village Apparatus. The research method that will be used in this research is descriptive and associative research with a survey approach. The population in this study is Village Apparatus from all Kelurahan in Madang Suku I Subdistrict. Madang Suku I Subdistrict has 13 (thirteen) Villages, the sample obtained is 100 samples / respondents with the number of sample proportions according to the number of apparatus in 13 sub-districts. The data collection method used in this research is to use interviews and questionnaires. The data used in this study are primary data and secondary data. The analysis design consists of descriptive statistical analysis and inferential statistical analysis. The results of this study using descriptive statistical analysis and inferential statistical analysis, that the factors that affect the performance of the village apparatus in this study are in accordance with the existing phenomena, namely research on work environment, organizational culture and leadership style . From the results of hypothesis testing and regression, it is found that the work environment and organizational culture can affect the performance of the village apparatus, while the leadership style cannot affect the performance of the village apparatus.

Keywords: Factors, Village apparatus performance

1. INTRODUCTION
Human resources are employees who are ready, capable, and alert in achieving organizational goals (Sayuti Hasibuan, 2000:3), (Nawawi, 2003:37), (Veithzal Rivai, 2012:6) . Thus the organization is required to manage and optimize its human resources, so that it will get reliable

human resources and are able to carry out their duties correctly and responsibly, and can improve the effectiveness of organizational performance for decision making. For this reason, human resource management is necessary. Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees, and taking care of their employment relationships, health and safety, and fairness issues. (Dessler, Gary, 2020:3)

The performance of an institution cannot be separated from the performance of its employees, as well as the village apparatus concerned. To realize good employee performance, a professional leadership style and flexibility are needed, besides that, it is also supported by organizational culture and work environment. Performance or performance is the result of work that can be achieved by a person or group of people in an organization. In accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with norms and ethics (Handoko, 2013:119). Factors that affect employee performance such as motivation, work discipline, organizational culture, training and self-development , work environment, work climate, compensation, leadership style, job satisfaction or other variables (Handoko, 2012: 125). In this study, the factors that will be discussed are the work environment , organizational culture , and leadership style .

The work environment is things that are related or exist in the work environment and can affect him in carrying out the tasks assigned to him, whether it is related to material or physical or related to humans (Irianto, 2014:183). A good and qualified work environment is the environment or physical condition of the workplace that can affect or increase work efficiency, namely a. proper work space layout, b. light in the right environment, c. proper temperature and humidity, d. security, e. relations among employees f. superior relationship with subordinates (Irianto, 2014:180)

Organizational culture is a system of shared values and beliefs that interact with a company's people, organizational structures and supervisory systems to produce behavioral norms (Kast and Rosenzweigt in Hakim, 2011:151).

According to (Miftah Thoha, 2010:49) suggests that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates. The leadership style of the village head is closely related to the goals to be achieved by a village government. Therefore, the leadership behavior of the village head is always associated with the activities of the village head in directing, motivating, and mobilizing its members to realize the goals of the village government.

The performance of the village apparatus shows unsatisfactory results in carrying out the tasks and responsibilities given, the village apparatus often delays work that should be completed immediately so that there is no buildup of work. There are still many jobs that are considered unimportant but very influential on society. Uncomfortable work environment such as irregular workspace layout, lack of light in the room, very hot indoor temperature due to no fan or AC.

The organizational culture that is applied is like the habit of village officials doing their work at home, so that when the community comes to the village office there is not a single village apparatus in the office and there is a lack of written and unwritten regulations that make village officials work as they wish and to the best of their ability. The leadership style shows the nature

of the village head who is less concerned about the welfare of the community and the village head who is temperamental in responding and interacting with subordinates and with the community.

This research was conducted based on several similar previous research results. As done by (Djuremi , Hasiolan Leonardo Budi, 2016), the results of his research show that: (1) there is a positive and significant influence between the work environment on employee performance, (2) there is a positive and insignificant influence between organizational culture on employee performance, (3) there is a positive and significant influence between leadership style on employee performance. Similar research conducted by (Umala, 2017) results of his research that partially, leadership style and work discipline have a positive and significant influence on performance and organizational culture has a positive but not significant effect on performance. Furthermore, research conducted by (Prahasti, 2018) shows that there is a positive and significant influence of leadership style on employee performance, there is a positive and significant influence of organizational culture on employee performance, the work environment has a positive and insignificant effect on employee performance .

Based on the description of the background behind it , then the issues that will be discussed in the research of this are :

1. How does the influence of the environment working on the performance Apparatus Village ?
2. How is the influence of organizational culture on the performance of the Village Apparatus ?
3. How is the influence of leadership style on the performance of the Village Apparatus ?

a. Organizational Performance (Apparatus)

Performance is a result achieved by an apparatus in carrying out tasks based on skills, experience and sincerity and time according to predetermined standards and criteria (Hasibuan, 2016:160). Furthermore, Peters & Savoie (2000:250) say that organizational performance is defined in terms of "efficiency", and some early managerial reforms were defined exclusively in this way in some systems. Performance standardization is defined in terms of "results" or "outcomes. Organizational performance is defined as multidimensional which includes both financial and non-financial performance indicators to measure organizational results and the quality of processes and practices within the organization to achieve the organization's strategic goals (e.g., increasing profits, reducing costs).) and operational goals (for example, optimizing operational efficiency, increasing human capital) (Tavana, 2016:278) Organizational performance is defined as effectiveness, efficiency, development, satisfaction, innovation and developing quality organizational performance models consisting of employee satisfaction and employee performance. (Fathi Mohamed Abduljlil AL-Damoe, Mohamd Yazam, 2013:29).

Organizational performance is the extent to which the organization is able to be seen as a social system to achieve its quantitative and qualitative objectives through the value generated in a relevant, effective and efficient manner, innovation to the relationship of input and output and outcomes of the organization (Hasibuan, 2016:160), (Wibowo, 2017:2); (Mangkunegara . AP, 2012:67), (Veithzal Rivai, 2012:604), (Peters & Savoie, 2000:250), (Tavana, 2016:278), (Fathi Mohamed Abduljlil AL-Damoe, Mohamd Yazam, 2013:29). Apparatus performance

measurement consists of quality and quantity (Mas'ud, 2016:198), (Stephen P. Robbins, 2013:127), (Adedeji B. Badiru, 2006:12-19), (Richard M. Walker, 2010:172).

b. Work environment

The work environment is defined as space, physical layout, noise, tools, materials, and co-worker relations and the quality of all of these have an important positive impact on the quality of the work produced (Tisen, 2015: 58). Furthermore, Putra (2013: 67) suggests that the notion of the work environment is something from a work environment that makes work easy or difficult, pleasant or difficult for them, including lighting, air temperature, ventilation, chairs and desks. The work environment is everything that is around employees at work, both physical and non-physical, directly or indirectly that can affect themselves and their work while working. (Sedarmayati (2015:21), Putra (2013:7-8), (Ahyari, 2014:116), (Nitisemitro, n.d.2017:171), (Tisen, 2015: 58) . (Afandi (2018:71); Sedarmayanti (2015:46); (Nitisemitro, n.d.2017:125) Measurements of the work environment include a) Workspace layout, b) Indoor light, c) Temperature and humidity.

c. Organizational culture

B udaya organization is a pattern or system in the form of attitudes, habits, values, norms of behavior, language, beliefs, rituals that formed were developed and passed on to members of the organization as a personality organization that differentiates it from other organizations as well as determine how the group in feeling, thinking and react to diverse environments and function to solve problems. Organizational culture is measured by a) Habits, b) written and unwritten rules. (Tintami, 2012:3), Neodlle (2014:159), (Uha, 2013:283), (Immanuel, 2017:76), (Wibowo, 2017:256). organizational culture characteristics consist of attention to detail and results oriented.

d. Leadership Style

Leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. ((Thoha, 2013:49), (Wijaya, 2016:4), (Kartono, 2016:34), Wahjosumidjo (2017:34), (Hasibuan, 2016:170), Husnan, 2016:320) . Pengukuran leadership style is composed temperament and character. (Kartono, 2016:34) and Rahayu (2017:2))

e. Framework

Framework p er m ikir late is the rationale of research that is synthesized from the facts, observation and study of literature. The framework of thinking explains the relationship between research variables. According to (Sekaran Uma & Bougie Roger, 2013:77) the framework is a conceptual model of how theory relates to various factors that have been identified as problems . Theories and previous research related to this research as put forward by experts and researchers as follows:

1) The influence of the work environment on the performance of village officials (Stephen P. Robbins, 2013:181), (Mangkunegara . AP, 2012:68), Jhosephine, 2017)

2) The influence of organizational culture on the performance of village officials (Tintami, 2012:7), (Sulastri , Eritha , Ghalib , Saladin, 2017), (Immanuel, 2017), (Nadhira, 2018), (Chandra, 2016), (Warni , Ester, 2014)

3) The influence of leadership style on the performance of the research village apparatus (Kurniawan, 2008), (Ramadhany, 2017), (Rosidi, Abdul, 2016), (Listiawati , Permana, 2017), (Ertanto , Nur, 2018), (Nawoseing 'ollan, 2017), (Chandra, 2016), (Umala, 2017), (Wulandari , Dwi, 2016), and (Warni , Ester, 2014).

From theory and research results prior to the effect of an environmental n Work , Cultural Organization and Style Leadership of the Performance of Administrative Village , can be composed of a framework in the form of the following picture:
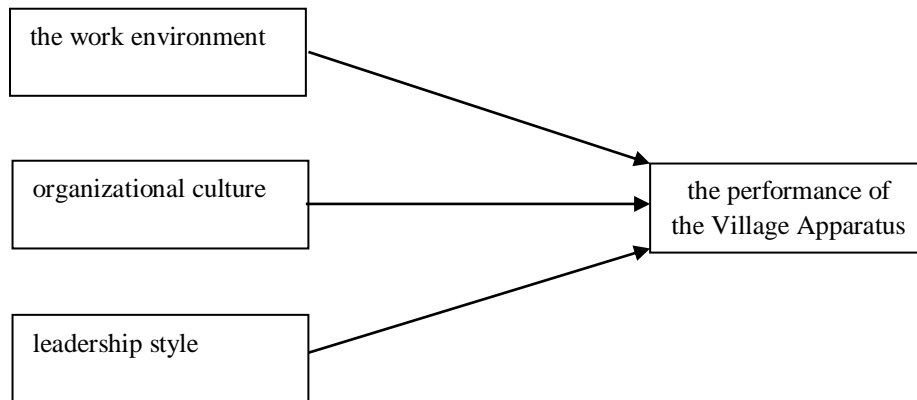

Figure 1 . Framework of thought

2. Method

Objects of research are things related to what will be studied (Arikunto.S, 2013: 10). (Sekaran Uma & Bougie Roger, 2013:198) say that objects include people, strategy analysis units, companies, countries and so on. (Objects include persons, strategic business units, companies, countries, and so on). Cooper & Schindler (2014: 248) In this study, the object of research is the work environment (X1), organizational culture (X2) and leadership style (X3) on the performance of the Village Apparatus (Y). The research method used in the research is descriptive research and verification research (Sekaran Uma & Bougie Roger, 2013:97-98). The research variable is something that is determined by a researcher to be studied so that information is obtained about it, then conclusions are drawn (Sugiyono, 2014:97).

The variables used in this study consisted of the work environment (X1), organizational culture (X2), and leadership style (X3) while the dependent variable was the performance of the Village Apparatus (Y). In general, the operational variables of this research can be seen in the following table:

Table 1
Operationalization of Research Variables

Variable	Variable Definition	Indicator Variable	Scale
Work environment (X_1)	Is everything that is around the Village Apparatus at the time of work, both physical and non-physical, directly or indirectly that can affect him and his work while working in Madang Tribe I District.	a) Workspace layout b) Indoor light c) Temperature and humidity	Ordinal
Organizational culture (X_2)	A pattern or system in the form of attitudes, habits, values, behavioral norms, language, beliefs, rituals that are formed are developed and passed on to the Village Apparatus as the personality of the organization that distinguishes it from other organizations.	a) Attention to detail b) Outcome orientation	Ordinal
Leadership Style (X_3)	Is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals.	a) Character b) Temperament	Ordinal
Village Apparatus Performance (Y)	The results of work both in quality and quantity or all activities carried out by the village apparatus in realizing the organizational goals that have been set by the Madang District I tribal government.	a) Quality of work b) Quantity of work	Ordinal

Source: Processing researchers and theories

The population in this study is Village Apparatus from all Kelurahan in Madang Tribe I District. Until now, Madang Tribe I Subdistrict has 13 (thirteen) Kelurahan supported by 966 Village Apparatus . The sample selection technique used in this study is a probability sampling technique, which is a random sampling method. From the calculation using the Slovin formula, the number of samples obtained is 100 samples/respondents with 13 (thirteen) villages. From the sample number of respondents, the number of each sample was determined according to the population stratum of the village apparatus in the Madang sub-district, tribe 1, with the formula (Riduwan, 2016:254), the distribution of the sample can be seen in the following table:

Table 2
Research Sample

NO.	Village Name	Sample Proportion Village Apparatus	Number of samples
1.	Great Jati Village	95/968 x 100= 9.83	10
2.	Bright Mountain Village	103/968 x 100= 10.66	11
3.	Harjo Mulyo Village	72/968 x 100= 7.45	7
4.	Village of Harjo Mulyo Jaya	72/968 x 100= 7.45	7
5.	Village of Jati Sari (Jatisasri)	80/968 x 100= 8.28	8
6.	Jaya Bakti Village	83/968x 100= 8.59	9
7.	Karta Mulya Village	51/968 x 100= 5.28	5
8.	Mendayun Village	110/968 x 100= 11.39	11
9.	Mengulak Village	56/968 x 100= 5.80	6
10.	Rasuan Village	76/968 x 100= 7.87	8
11	Land Rasuan	76/968 x 100= 7.87	8
12.	SP Village . Kerta Mulya (Simpang Karta Mulya)	34/968 x 100= 3.52	4
13.	Tridadi Village (Tri Dadi)	60/968 x 100= 6.21	6
Amount			**100 people**

Source: Village Office in Madang Tribe District I

Data collection methods and instruments used in this study were interviews and questionnaires . The data used in this research are primary data and secondary data .

The validity test used in this research is construct validity testing. (Sugiyono, 2015:317) the value of r for n=30 with a significant rate of 5% is 0.361. So if r is greater than 0.361 it is declared valid and vice versa if r is smaller than 0.361 it is declared invalid. To test the reliability in this study used Cronbach's alpha coefficient with the help of the SPSS program. Cronbach's alpha is a reliability coefficient that shows how well the points (items) in a set are positively correlated with each other. Cronbach's Alpha is calculated in terms of the average intercorrelation among the points measuring the concepts. The closer Cronbach's alpha is to 1, the higher the reliability of internal consistency (Sekaran Uma & Bougie Roger, 2017:115). If cronbach Alpha > 0.60 then it is accepted and Cronbach Alpha < 0.60 then it is not accepted.

The analysis in this study used descriptive statistical analysis and inferential statistical analysis . Inferential statistical analysis in this study is the classical assumption test (normality, heteroscedasticity, and multicollinearity), multiple linear regression test, coefficient of determination test and hypothesis testing.

3. Result

Before processing the data, the data from the questionnaire was tested first, namely by testing the validity and testing reliability. From the results of calculations for all variables with each indicator seen from the validity and reliability test, it is declared valid and reliable.

The results of the descriptive analysis above show that the number of N (respondents) from this study is 100. Each variable in this study received support from the Work Environment variable (X1) with an average value of 39.95 included in the medium criteria with a standard deviation value of 4.558. . Organizational Culture variable (X2) with an average value of 39.31 is included in the moderate criteria, with a standard deviation of 4.880. The Leadership Style Variable (X3) with an average value of 37.73 is included in the moderate criteria with a standard deviation of 3.290. The Village Apparatus Performance Variable (Y) or the dependent variable with a minimum value of 29, a maximum value of 50, and an average value of 40.36 is included in the high criteria with a standard deviation of 3.943.

The following are the results of inferential statistical analysis consisting of: normality testing for this study using the normal PP plot graph assisted by SPSS.
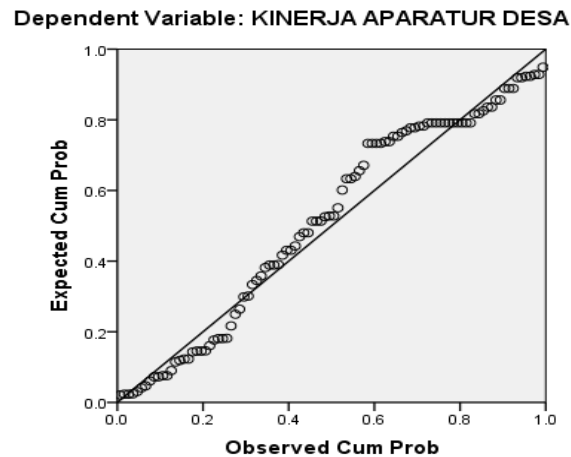

Figure 2
Data Normality Test with P-Plot

In the P-Plot normality test above, it can be concluded that the residual value of k is normally distributed, thus, assuming the normality of the residual value in the multiple linear regression analysis in this study is fulfilled.

Multicollinearity testing is done by looking at the *tolerance* value and *Variance Inflation Factor* (*VIF*), it is known that the *tolerance* value is > 0.10 from the VIF value < 10, so it is concluded that there is no multicollinearity in the regression model.

Table 3
Multicollinearity Test Results

Coefficients [a]								
		Unstandardized Coefficients		Standardized Coefficients				Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	10.313	3.216		3.206	.002		
	WORK ENVIRONMENT	.377	.087	.436	4.310	.000	.379	2.640
	ORGANIZATIONAL CULTURE	.308	.083	.381	3,692	.000	.365	2,742
	LEADERSHIP STYLE	.077	.078	.064	.981	.329	.911	1.098
a. Dependent Variable: VILLAGE APPARATUS PERFORMANCE								

Source: Data processing

Based tebel coefficients note that the value of tolerance to variable Environmental Working (X1) is 0.37, variable Cultural Organization (X2) is 0,365 and Variable Style Leadership (X3) is 0.911 more substantial than 0.10 while the value of VIF for variable Environment Work (X1) is 2,640, variable Cultural Organization (X2) is 2,742 and variable style of leadership (X3) is 1,098 more small 10,00, so it can be concluded that it did not happen multicoloniarity in the model regression .

Heteroscedasticity testing can be done by statistical analysis using the glejser test method, the following table is the result of the heteroscedasticity test calculation.

Table 4
Heteroscedasticity Test Results

a) **Coefficients** [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	5.091	1,612		3.157	.002
	WORK ENVIRONMENT	-.064	.044	-.232	-1.451	.150
	ORGANIZATIONAL CULTURE	-.007	.042	-.027	-166	.869
	LEADERSHIP STYLE	-.006	.039	-.016	-156	.876

a. Dependent Variable: Abs_RES
Source: Data processing

Based on the test heteroskedastisity with methods glejser , obtained a value of significance (sig) for variable Environmental Working (X1) is 0.150, variable Cultural Organization (X2) is 0.869 and variable Style of Leadership (X3) is 0.876 .. because all three variables more substantial than 0, 05 so that it can be concluded that the data does not have heteroscedasticity problems in the regression model .

Results of regression with SPSS version 2 5 then results are obtained are as follows:

Table 5
Multiple linear regression test results

Coefficients [a]		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.313	3.216		3.206	.002
	WORK ENVIRONMENT	.377	.087	.436	4.310	.000
	ORGANIZATIONAL CULTURE	.308	.083	.381	3,692	.000
	LEADERSHIP STYLE	.077	.078	.064	.981	.329
a. Dependent Variable: VILLAGE APPARATUS PERFORMANCE						

Source: data processing results

Based on the results of multiple linear regression calculations processed with the variables of work environment, organizational culture, leadership style and village apparatus performance. The regression equation used in this study is as follows:

$$Y = + 1X1 + 2X2 + 3X3 + e$$
$$Y = 10.313 + 0, 377 X1 + 0.308 X2 + 0.0 77 X3 + e$$

The constant value of 10.313 with positive parameters indicates that if there is no work environment, organizational culture, leadership style, the performance of the village apparatus can be maintained at 10.313. The following describes the effect of each variable X (X1, X2, X3) on Y.

a. The influence of the work environment on the performance of the village apparatus

The regression coefficient value for the work environment variable (X1) on the performance of the village apparatus shows a coefficient of 0.377 (37.7%) with a significant value of 0.000. The significance value of 0.000 is less than 0.05, which means that the work environment (X1) can affect the performance of the village apparatus (Y), which is 37.7%, meaning that if there is an

increase in the work environment (X1) by 100%, the performance of the village apparatus (Y) will increase. increase by 100% and vice versa if there is a decrease. This means that the higher the work environment (X1), the better the performance of the village apparatus (Y).

b. The influence of organizational culture on the performance of village officials

The regression coefficient value for the organizational culture variable (X2) on the performance of the village apparatus shows a coefficient of 0.308 (30.8%) with a significant value of 0.000. The significance value of 0.000 is smaller than 0.05, which means that organizational culture (X2) can affect the performance of the village apparatus (Y), which is 30.8%, meaning that if there is an increase in organizational culture (X2) by 100%, the performance of the village apparatus (Y) will increase. increase by 100% and vice versa if there is a decrease. This means that the higher the organizational culture (X2), the better the performance of the village apparatus (Y).

c. Leadership style on the performance of village officials

The regression coefficient value for the leadership style variable (X3) on the performance of the village apparatus shows a coefficient of 0.077 (7.7%) with a significant value of 0.329. A significance value of 0.000 greater than 0.05 means that the leadership style (X2) cannot affect the performance of the village apparatus (Y).

The value of the coefficient of determination v ariabel environment work (X1) to the Performance of Administrative Village (Y) can be seen in the following table:

Table 6
Determination of the work environment for village officials

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 [a]	.564	.559	2.618

a. Predictors: (Constant), Work Environment (X1)
Source: data processing results

From the table above is known that the value of *adjusted R-square* of 0.564. It 's means that 56.4% of variable performance Apparatus Village (Y) can be explained by a variety of variables independent namely Environmental Working (X1), the rest of 43.6% is explained by causes other outside of the model.

The coefficient of determination of Organizational Culture Variable (X2) on Village Apparatus Performance (Y) can be seen in the following table:

Table 7
Determination of Organizational Culture towards village apparatus

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ᵃ	.553	.548	2,651

a. Predictors: (Constant), Organizational Bud (X2)

Source: data processing results

From the table above is known that the value of *adjusted R-square* of 0.553. It 's means that 55.3% of variable performance Apparatus Village (Y) can be explained by a variety of variables independent namely Cultural Organization (X2) the rest of 44.7% is explained by causes other outside of the model.

The coefficient of determination of the Leadership Style Variable (X3) on Village Apparatus Performance (Y) can be seen in the following table:

Table 8
Determination of Leadership Style towards village apparatus

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279 ᵃ	.078	.069	3.805

a. Predictors: (Constant), Leadership Style (X3)

Source: data processing results

From the table above is known that the value of *adjusted R-square* of 0.078. It 's means that 7.8% of variable performance Apparatus Village (Y) can be explained by a variety of variables independent namely Style Leadership (X3) the rest of 92.2% is explained by causes other outside of the model.

1) Test the hypothesis (t test)

a) The influence of the work environment on the performance of the village apparatus

Based on the output value above, it is known that the t-count value of the Work Environment (X1) variable is 4.310, because the t-count value is 4.310 > t table 1.985, it can be concluded that H1 or hypothesis 1 is accepted, meaning that the Work Environment (X1) has a significant effect on the performance of the Apparatus Village (Y)

b) The influence of organizational culture on the performance of village officials

Based on the output value above, it is known that the t-count value of the Organizational Culture variable (X2) is 3.692, because the t-count value is 3.692 > t table 1.985, it can be concluded that

H2 or hypothesis 2 is accepted, meaning that Organizational Culture (X2) has a significant effect on the performance of the Apparatus Village (Y)

c) Leadership style on the performance of the village apparatus
Based on the output value above, it is known that the t-count value of the Leadership Style variable (X3) is 0.981, because the t-count value is 0.981 < t table 1.985, it can be concluded that H3 or hypothesis 3 is rejected, meaning that Leadership Style (X3) has no significant effect on performance. Village Apparatus (Y)

4. Discussion

From the phenomenon to the results of research and discussion, it can be concluded that: The influence of the work environment on the performance of the village apparatus. Based on the calculated output value, it is known that the t-count value of the Work Environment variable with the criteria for the t-count value is greater than t table and from the regression, it can be concluded that the Work Environment has a significant effect on the performance of the village apparatus. There is an influence of organizational culture on the performance of the village apparatus, based on the calculated output value, it is known that the t-count value of organizational culture with the criteria for the t-count value is greater than t table and from regression, it can be concluded that Organizational Culture has a significant effect on the performance of the Village Apparatus. The influence of leadership style on the performance of the village apparatus, based on the calculated output value, it is known that the t-count and regression values, the leadership style of the t-count value is smaller than t-table, it can be concluded that the leadership style has no significant effect on the performance of the Village Apparatus.

Acknowledgments

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