

THE INFLUENCE OF LEADERSHIP AND WORK DISCIPLINE ON VILLAGE APPARATUS PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE IN SEMPU DISTRICT

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Informasi

Abstract

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This study aims to analyze the influence of leadership and work discipline on the performance of village officials, with work motivation as the intervening variable in Sempu District. This study used a quantitative approach with path analysis techniques. The population in this study was all village officials in seven villages within Sempu District. The results indicate that leadership and work discipline have a significant influence on work motivation and performance. Furthermore, work motivation proved to be an intervening variable, strengthening the relationship between the independent variables and official performance. These findings suggest that improving the quality of leadership and work discipline can encourage more optimal performance of village officials.

Keyword: Leadership, Work Discipline, Work Motivation, Village Apparatus Performance, PLS SEM

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Leadership dan Work Decipline terhadap Performance aparatur desa dengan Work Motivation sebagai variabel intervening di Kecamatan Sempu. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik analisis jalur (path analysis). Populasi dalam penelitian ini adalah seluruh aparatur desa di tujuh desa wilayah Kecamatan Sempu. Hasil penelitian menunjukkan bahwa Leadership dan Work Decipline berpengaruh signifikan terhadap Work Motivation dan Performance. Selain itu, Work Motivation terbukti sebagai variabel intervening yang memperkuat hubungan antara variabel bebas dan Performance aparatur. Temuan ini memberikan implikasi bahwa peningkatan kualitas Leadership dan Work Decipline dapat mendorong Performance aparatur desa yang lebih optimal.

Kata Kunci: Leadership, Work Decipline, Work Motivation, Performance Aparatur Desa, PLS SEM

A. INTRODUCTION

Village governance in Indonesia plays a crucial role in development and public service delivery in rural areas. As part of the national governmental structure, villages possess autonomy to manage the interests of their communities based on traditional rights and local values recognized by the national government system. This autonomy is regulated under Law No. 6 of 2014 concerning Villages, which grants authority to villages to manage their resources and development independently. The performance of village apparatus is influenced by various factors, among which leadership by the village head, work discipline, and work motivation are considered significant. The synergy between these three elements is essential to achieving efficient and community-oriented public services at the village level.

Sempu District, with an area of 174.83 square kilometers and a population of 85,727, requires a high level of motivation among its village apparatus to ensure optimal service delivery. However, previous studies have indicated inconsistencies between these variables and the actual performance outcomes, highlighting the existence of a research gap that needs further investigation, particularly in the context of Sempu District.

This study seeks to explore whether leadership affects the performance of village apparatus in Sempu District, whether leadership influences work motivation, whether work discipline affects performance, whether discipline also influences work motivation, whether work motivation has a direct impact on performance, and whether leadership and work discipline affect performance indirectly through work motivation.

The purpose of this research is to analyze the influence of leadership on the performance of village apparatus in Sempu District, to examine the influence of leadership on their work motivation, to assess the impact of work discipline on performance and motivation, and to determine the role of work motivation as a mediating variable in the relationship between leadership, work discipline, and performance.

This research is expected to provide a theoretical contribution by offering additional insights into improving the performance of village officials and personnel in Sempu District, Banyuwangi Regency. Practically, the findings of this study can serve as a reference for strategies to improve village apparatus performance in the district. Furthermore, this study is expected to provide valuable information for researchers in the field of management and human resource development, serving as a source of reference for future research.

To ensure a focused analysis, this research is limited to examining the influence of leadership and work discipline on the performance of village apparatus, with work motivation

as an intervening variable, specifically within the context of Sempu District in Banyuwangi Regency. The research sample consists of both civil servant (ASN) and non-civil servant (non-ASN) village apparatus, both male and female, currently working in Sempu District. This study focuses on both the direct and indirect influences of the aforementioned factors on the performance of village apparatus in the area.

B. RESEARCH METHOD

This study employs a quantitative approach, which aims to test hypotheses or answer research questions through the collection and analysis of numerical data. The quantitative approach relies on instruments such as questionnaires, surveys, and other statistical measurements to gather data from a sample that represents the population. A distinctive feature of this approach is the use of mathematical calculations and statistical analysis to identify relationships, influences, or differences between variables. In this research, data were collected using a Likert-scale questionnaire to measure respondents' perceptions and attitudes toward the variables being studied. The collected data will be analyzed to identify patterns of relationships, influences, or differences among the variables relevant to the research objectives. Through this quantitative approach, it is expected that the findings will be generalizable, possess high validity, and be applicable to a broader context.

The object of this research is the village apparatus working in Sempu District, Banyuwangi Regency. Village apparatus were chosen as the focus of the study because they play a crucial role in the functioning of village governance and are directly related to the variables being examined, such as leadership, work discipline, work motivation, and performance. This research will collect data from village apparatus across seven villages within Sempu District. As the primary data source, the village apparatus will provide the necessary information to measure the influence of these variables on their performance. The data obtained are expected to provide a clearer picture of the actual conditions and relationships among the studied variables, so that the conclusions drawn will reflect real-world situations and be relevant to the development of village apparatus management in the area.

C. RESULTS AND DISCUSSION

RESULTS

Sempu District is one of the sub-districts located in Banyuwangi Regency, East Java Province. This district consists of seven villages, covering an area of approximately 74.49 km², with a population of over 60,000 people. The administrative structure of Sempu District

includes the sub-district head (Camat), the sub-district secretary, as well as various sections and functional position groups responsible for different aspects of governance and public services at the district level. Each village is led by a village head who is primarily responsible for managing village governance and ensuring that public services run effectively. In this study, the village apparatus in Sempu District serves as the focus of analysis to examine the influence of leadership, work discipline, and work motivation on their performance.

The study also explores respondent characteristics related to gender, education level, and the number of village apparatus in Sempu District. Based on the data obtained, there are 98 village apparatus in total, with a male majority comprising approximately 80.6% of the workforce. In terms of educational background, most of the village apparatus hold a senior high school (SMA or equivalent) diploma, followed by those with a bachelor’s degree (S1). This diversity in education levels and gender provides a more comprehensive overview of the village apparatus' characteristics, which may significantly influence their performance in carrying out government-related duties in each village.

This research involves four main variables: leadership, work discipline, work motivation, and the performance of village apparatus. The results of the leadership variable analysis indicate that most respondents believe that the leadership of village heads significantly influences the performance of village apparatus, especially in terms of communication and the ability to provide direction. Furthermore, work discipline is also identified as an important factor in improving the performance of village apparatus, with the majority of respondents demonstrating a relatively high level of discipline, particularly regarding punctuality. Work motivation, which also plays a crucial role in enhancing performance, reveals that financial factors, such as salary, are the primary motivators encouraging the village apparatus to work harder. However, there remains room for improvement in increasing the village apparatus' understanding of their work goals to further enhance their performance outcomes.

Results of the Measurement Model (Outer Model) Test

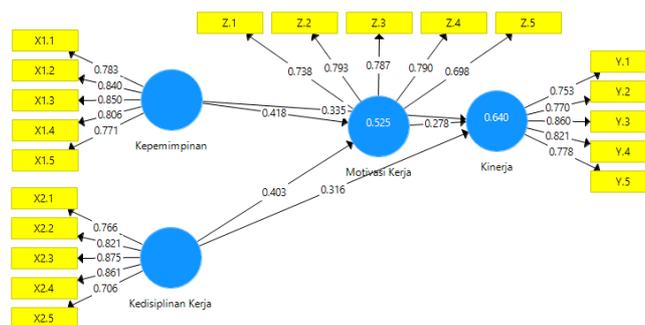


Figure 5.1 Research Outer Model Output

The measurement model aims to represent the relationship between constructs and their corresponding indicator variables, commonly referred to as the outer model in Partial Least Squares Structural Equation Modeling (PLS-SEM). The measurement model explains how constructs are measured and evaluates their validity and reliability through convergent validity, discriminant validity, and construct reliability (Hair et al., 2017).

Table 1 presents the results of the construct validity testing.

Construk	Indikator	Outetr Loading	AVE	Results
Leadership	X1.1	0,783	0,653	Valid
	X1.2	0,840		Valid
	X1.3	0,850		Valid
	X1.4	0,806		Valid
	X1.5	0,771		Valid
Work Decipline	X2.1	0,766	0,657	Valid
	X2.2	0,821		Valid
	X2.3	0,875		Valid
	X2.4	0,861		Valid
	X2.5	0,706		Valid
Work Motivation	Z1	0,738	0,636	Valid
	Z2	0,793		Valid
	Z3	0,787		Valid
	Z4	0,790		Valid
	Z5	0,698		Valid
Performance	Y1	0,753	0,581	Valid
	Y2	0,770		Valid
	Y3	0,860		Valid
	Y4	0,821		Valid
	Y5	0,778		Valid

Indicators with outer loadings between 0.40 and 0.70 should be removed from the scale when such removal leads to an increase in the values of composite reliability and average variance extracted (AVE). Meanwhile, indicators with very low outer loadings (below 0.40) must be eliminated from the construct (Hair et al., 2017). Based on the table above, the data show that all outer loading values are well above 0.40 and exceed the AVE threshold, indicating that all indicators meet the rule of thumb. Therefore, no indicator elimination is necessary, and re-estimation of the model is not required.

Table 2 Discriminant Validity Test Results

Indicator	Leadership	Work Decipline	Performance	Work Motivation
X1.1	0,321	0,783	0,459	0,520
X1.2	0,432	0,840	0,561	0,511
X1.3	0,459	0,850	0,610	0,484
X1.4	0,523	0,806	0,605	0,559
X1.5	0,505	0,771	0,548	0,526
X2.1	0,766	0,472	0,555	0,483
X2.2	0,821	0,450	0,585	0,518
X2.3	0,875	0,434	0,539	0,553
X2.4	0,861	0,553	0,639	0,580
X2.5	0,706	0,308	0,395	0,415
Z1	0,470	0,470	0,486	0,738
Z2	0,505	0,520	0,613	0,793
Z3	0,493	0,527	0,555	0,787
Z4	0,573	0,476	0,570	0,790
Z5	0,354	0,452	0,390	0,698
Y1	0,510	0,527	0,753	0,481
Y2	0,559	0,571	0,770	0,585
Y3	0,567	0,494	0,860	0,615
Y4	0,573	0,606	0,821	0,560
Y5	0,496	0,549	0,778	0,519

Source: SmartPLS Output 2025

The table above shows that the correlation values of the indicators with their respective constructs are higher than with other constructs. These results indicate that the data possess good discriminant validity.

Table 3 Reliability Test Results

No	Variabel	Cronbach's Alpha	Composite Reliability	Keterangan
1	Work Decipline	0,866	0,904	Reliabel
2	Leadership	0,869	0,905	Reliabel
3	Performance	0,856	0,897	Reliabel
4	Work Motivation	0,819	0,874	Reliabel

Source: SmartPLS Output 2025

Based on the reliability testing using SEM-PLS, all research variables—Work Discipline, Leadership, Performance, and Work Motivation—show Cronbach's Alpha and Composite Reliability values above 0.80, indicating that each variable has excellent internal consistency. With Composite Reliability values ranging from 0.874 to 0.905, all constructs can be considered reliable. Therefore, the indicators used to measure these four variables are trustworthy and appropriate for further analysis.

Inner Model Test Results

Table 4 R-Square Results

Variable	R Square	R Square Adjusted
Performance	0,640	0,629
Work Motivation	0,525	0,515

Source: SmartPLS Output 2025

Based on the R-Square analysis results, it is shown that the Performance variable has an R-Square value of 0.640, which means that 64% of the variance in Performance can be explained by the independent variables in the model, while the remaining 36% is influenced by other factors outside the model. Meanwhile, the Work Motivation variable has an R-Square value of 0.525, indicating that 52.5% of the variance in Work Motivation can be explained by its influencing independent variables. These two values indicate that the model has strong explanatory power, particularly for the Performance variable.

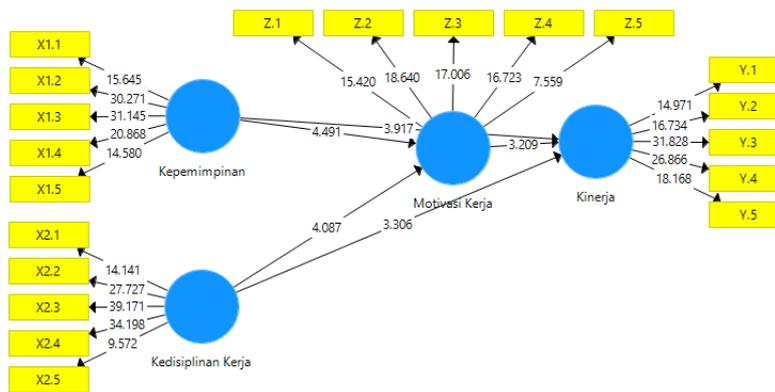
Table 5 F-Square Test Results

	Performance	Work Motivation
Work Decipline	0,155	0,236
Leadership	0,172	0,253
Work Motivation	0,102	

Source: SmartPLS Output 2025

Based on the F-Square analysis results, it is found that the variables Work Discipline and Leadership have a moderate effect on Performance (with F-Square values of 0.155 and 0.172, respectively), and exert a relatively strong influence on Work Motivation (with values of 0.236 and 0.253, respectively). Meanwhile, Work Motivation shows a low contribution to Performance, with an F-Square value of 0.102. This indicates that the direct influence of Work Discipline and Leadership on Motivation is more dominant, while the contribution of Motivation to improving Performance serves more as a complementary or additional factor.

Hypothesis Testing Resultss



Source: SmartPLS Output 2025

Figure 5.2 Bootstrapping Method Output

Table 6 Direct Effect Analysis

No	Inter-variable Relationships	Path Coefficient (β)	T- Statistik	T- Tabel (α = 0.05)	P- Value	Information
1	Leadership -> Performance	0,316	3,306	1.96	0,001	Received
2	Leadership -> Work Motivation	0,403	4,087	1.96	0,000	Received
3	Work Decipline -> Performance	0,335	3,917	1.96	0,000	Received
4	Work Decipline -> Work Motivation	0,418	4,491	1.96	0,000	Received
5	Work Motivation -> Performance	0,278	3,209	1.96	0,001	Received

Source: SmartPLS Output 2025

The analysis results indicate that Leadership has a significant influence on the Performance of village apparatus, with a path coefficient of 0.316, a T-statistic of 3.306, and a p-value of 0.000, indicating that good leadership can directly enhance the performance of the apparatus. Leadership also has a positive effect on Work Motivation, with a path coefficient of

0.403 and a p-value of 0.000, suggesting that effective leadership can increase subordinates' motivation.

In addition, Work Discipline is proven to have a significant positive influence on Performance, with a path coefficient of 0.335 and a p-value of 0.001, indicating that high discipline improves the performance of village apparatus. Work Discipline also positively affects Work Motivation, with a path coefficient of 0.418, a T-statistic of 4.491, and a p-value of 0.000, meaning that good work discipline can increase the motivation of the village apparatus.

Finally, Work Motivation has a significant effect on Performance, with a path coefficient of 0.278, a T-statistic of 3.209, and a p-value of 0.001, showing that high work motivation contributes to improved performance among village apparatus.

Table 7 Indirect Effect Analysis

	Original Sample (O)	T Statistics (O/STDEV)	T-Tabel (α = 0.05)	P Values	Information
Leadership -> Work Motivation -> Performance	0,116	2,597	1.96	0,010	Received
Work Decipline -> Work Motivation -> Performance	0,112	2,432	1.96	0,015	Received

The analysis results indicate that leadership has a significant influence on the performance of village officials through work motivation as an intervening variable, with a coefficient of 0.116, a T-statistic of 2.597, and a p-value of 0.010, showing that the indirect effect is significant. Likewise, work discipline also has a significant influence on the performance of village officials through work motivation, with a coefficient of 0.112, a T-statistic of 2.432, and a p-value of 0.015. This confirms that work motivation serves as a mediating variable that strengthens the relationship between leadership, work discipline, and the performance of village officials. This means that improving leadership and work discipline will enhance the motivation of village officials, which in turn will positively impact their performance. These findings suggest that interventions aimed at improving performance should consider not only direct factors but also the psychological and motivational aspects of employees.

DISCUSSION

The Influence of Leadership on Work Motivation

The study shows that leadership has a significant influence on the work motivation of village officials in Sempu District. The better the quality of leadership received by the officials, the higher their level of motivation. Leaders who can provide clear direction, act as role models, and encourage active participation will create a productive work environment. This finding supports previous studies by Ramdhan et al. (2024) and Hafidzi et al. (2023), which emphasized the critical role of leadership in improving motivation and performance in the public sector. Good leadership inspires village officials to work harder, provide better service, and take greater responsibility in carrying out their duties. Therefore, improving leadership quality through regular training and evaluation is a strategic step to sustainably enhance the performance of village officials.

The Influence of Leadership on Performance

Leadership is proven to have a significant impact on the performance of village officials through its effect on work motivation, based on SEM-PLS analysis. Good leadership plays a key role in boosting work motivation, which ultimately improves performance. These findings align with the study by Rafael et al. (2025), which found that communicative and participative leadership increases motivation and, consequently, employee performance. Visionary leaders who can clearly model behavior inspire greater enthusiasm and dedication among village officials. Hence, strong leadership is a crucial factor in creating a productive work environment that supports high-quality public service.

The Influence of Work Discipline on Performance

Work discipline has a positive and significant effect on the performance of village officials in Sempu District. Higher levels of discipline among the officials lead to better performance in administrative and public service tasks. Discipline in punctuality, compliance with regulations, and consistency in task execution directly contributes to achieving optimal work outcomes. Studies by Agagis (2024) and Sulistyowati et al. (2024) also support this finding, showing that work discipline enhances employee motivation, which in turn improves performance. Therefore, strengthening a culture of discipline is an effective strategy to boost the productivity of village officials and the quality of public services in Sempu District.

The Influence of Work Discipline on Work Motivation

Work discipline significantly and positively influences the work motivation of village officials in Sempu District. The more disciplined the officials are, the higher their motivation to

perform their duties and responsibilities. Discipline related to punctuality and adherence to workplace rules creates an orderly and productive work climate, which in turn fosters greater motivation. This is consistent with the findings of Fahmi (2021) and Tiara et al. (2023), who stated that consistently applied discipline increases employee motivation. Good discipline encourages village officials to strive for optimal performance and deliver the best service to the community.

The Influence of Work Motivation on the Performance of Village Officials

Work motivation has a positive and significant effect on the performance of village officials in Sempu District. The higher the motivation, the better their performance in public administration and service delivery. This finding supports the study by Muhammad et al. (2021), which showed that work motivation significantly contributes to improving the performance of public-sector employees. Motivation drives discipline, initiative, and responsibility, enabling officials to complete tasks timely and with quality. Therefore, enhancing the work motivation of village officials should be a central focus in efforts to improve the effectiveness and efficiency of village governance.

The Influence of Leadership on the Performance of Village Officials Through Work Motivation

Leadership indirectly influences the performance of village officials through work motivation in Sempu District. This finding suggests that good leadership can increase the motivation of village officials, which in turn positively affects their performance. This result is consistent with the research by Roy and Sumartik (2021), which revealed that work motivation plays a vital role in improving performance through effective leadership. Strong leadership ignites individual enthusiasm and accountability in task completion. Thus, work motivation acts as a mediating variable linking effective leadership to optimal performance in the village government setting.

The Influence of Work Discipline on the Performance of Village Officials Through Work Motivation

Work discipline has a positive effect on the performance of village officials through work motivation in Sempu District. The higher the discipline, the stronger the motivational drive of the officials to perform better, which subsequently leads to improved performance. Studies by Fahmi (2021) and Rinaldhy & Mulyono (2023) also indicate that work discipline plays an essential role in enhancing motivation, which then impacts the performance of village officials. With consistently applied discipline, officials feel more motivated and are able to carry out their

duties more effectively and efficiently. Therefore, it is essential for village governments in Sempu District to uphold discipline as part of a strategy to improve employee motivation and productivity.

D. CONCLUSION

This study concludes that both leadership and work discipline influence the performance of village officials, both directly and through work motivation as an intervening variable. Therefore, efforts to improve the quality of village government services in Sempu District require inspirational leadership, structured work discipline, and strategies to enhance the internal motivation of village officials. These strategies are expected to foster a workforce that is not only productive but also professional and committed to providing high-quality public services.

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