The Influence of Leadership, Organizational Culture and Dicipline on the Performance of Village Officials in Cempa District Pinrang Regency

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Abstract. *The performance of village apparatus is a crucial determinant of public service quality and community trust at the local level of governance. However, in Cempa District, Pinrang Regency, several challenges remain evident, including limited responsiveness, lack of innovation in public services, and weak adherence to established service standards. Addressing these challenges requires a deeper understanding of organizational and behavioral factors that shape apparatus performance. This study aims to analyze the influence of leadership, organizational culture, and discipline on the performance of village officials. Employing a quantitative survey design, data were collected from 42 respondents representing all village apparatus across seven villages in Cempa District through a structured questionnaire. The data were tested for validity and reliability and analyzed using multiple linear regression with SPSS. The results demonstrate that leadership, organizational culture, and discipline each exert a positive and significant effect on performance, with organizational culture emerging as the most influential factor. These findings suggest that strengthening leadership accountability, cultivating a supportive organizational culture, and enforcing consistent discipline are key strategies to improve the effectiveness and professionalism of village governance. The study contributes to the growing body of literature on public sector performance and provides practical recommendations for policymakers and local governments in fostering sustainable development at the village level.*

Keywords: *Leadership, Organizational Culture, Discipline, Village Apparatus Performance*

INTRODUCTION

At both the national and local levels, every government agency strives to be the greatest (Widodo, 2017). To maximize the improvement of public services, a variety of techniques are employed. Its personnel at all levels must perform at their highest level in order to accomplish this (Tambun et al., 2023). Agencies are created in order to accomplish their objectives. Each agency's actions and attitudes impact how well it accomplishes its objectives (Gilson, 2003).

Since the agency's goals can only be accomplished with the help of each agency's human resources, success in accomplishing these goals thus rests on the dependability and proficiency of employees in running the work units within the agency (Laoli et al., 2024). Basuki (2023) asserts that as human resource management is a very strategic area inside a business, it is one of the most crucial aspects to focus on. It can be any organization. And regardless of how good the program is, if human resources are not sophisticated, the company will not develop, perform effectively, or assign people based on their skills (Cappelli & Crocker-Hefter, 1996).

Reaching corporate goals is significantly influenced by organizational culture. Amran (2022) defines organizational culture as a set of values acquired and cultivated by the organization, as well as the customs and fundamental beliefs of its founders, which are formulated into regulations that serve as standards for how to think and behave in order to accomplish corporate objectives. By establishing behavioral guidelines (a code of conduct) that outline appropriate relationships between superiors and subordinates, as well as between subordinates and superiors and coworkers, the village apparatus in Cempa District, Pinrang Regency, has given the company a new culture.

According to research by Pawerangi & Kamase (2022), the way an agency frames employee career development has a significant impact on the agency's culture, which in turn affects how each employee develops their potential. Abdullah (2015) asserts that discipline is a type of adherence to established written and unwritten standards. According to Samura et al. (2017), work discipline is an employee's attitude toward respecting, valuing, and adhering to the agency's norms and regulations. One of the things that needs to be regularly maintained and enhanced is discipline, so that workers get used to following the rules (Bugdol, 2018).

A village, also known as a traditional village or what is known by another name, is a legal community unit with territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, original rights, and/or traditional rights that are recognized and respected in the Republic of Indonesia's government system, as stated in Article 1 paragraph 1 of Village Law No. 6 of 2014. Endah (2018). According to Taufik et al. (2022), the village is the lowest level of government in the current system, and the village government that oversees it, also known as the village apparatus, has a close relationship with the community.

As a component of the government administration system, village government implementation gives villages the power to control and oversee the interests of their constituents (Irawan, 2018). In order to fulfill the government's obligations under Law No. 32 of 2004, which grants the village government the power to govern and administer its respective areas for the benefit of the populace that affects the achievement of national development, the village apparatus is expected to play a crucial role (Lengkong et al., 2022).

There are numerous benchmarks that can be utilized to determine whether or not an apparatus is performing well. But these standards ought to be important, pertinent, and all-encompassing (Susanti & Krisnawati, 2021). There are a lot of variables that can influence someone to generate quality work, and there are certainly elements that can encourage the emergence of performance that meets these standards in order to get high performance. Establishing a strong culture that can be leveraged to accomplish organizational objectives can boost organizational effectiveness (Sihite, 2018).

The professionalism of the government apparatus's performance in providing public services is currently one direction of public administration development (Kusnendar, 2018). This is focused on the role of government in meeting community needs through public services, which are provided by central and regional government agencies. The Village is one of the organizations established by the local government (Lumempow et al., 2021).

Furthermore, as stated in Law Number 6 of 2014 concerning Villages, Article (25) declares: "The Village Government as referred to in Article 23 is the Village Head or referred to by another name and assisted by village officials or referred to by another name." This means that the village head and village officials work together to implement village government. The government must perform well when delivering public services (Cahyadi, 2017). According to Goni (2019), "Performance is the result obtained by an organization, whether the organization is Profit Oriented or Non Profit Oriented, which is produced during a period of time."

But given the realities on the ground, there are still issues with the village government's ability to deliver public services at the Village Office in Cempa District, Pinrang Regency. One

reason for this is that the village government's apparatus resources are still insufficient, which means that public services are not being provided in accordance with the public service procedures established at the village office in Cempa District, Pinrang Regency. This can ultimately affect the effectiveness and efficiency of the services the village government provides to the community, resulting in suboptimal service productivity.

At the Village Office in Cempa District, Pinrang Regency, the community also perceives the village government's responsiveness as being below par, resulting in unfulfilled wants and desires. In Cempa District, Pinrang Regency, this leads to public discontent with the standard of public services offered by the Village Office Government. The following signs of the issue can be recognized based on the author's first observations at the Village Office in Cempa District, Pinrang Regency, regarding the village government's continued poor performance in providing public services.

The village government is still not at its best when it comes to innovating public services, which is why many people complain about the services they receive. The village government is also less responsive to public complaints about the services they receive because they do not have a suggestion box to accept community criticism and suggestions, and some officials continue to disregard service protocols. For instance, the community has to wait a long time when they request service at eight in the morning but the village government doesn't arrive until nine.

It is intended that by concentrating on the village in Cempa District, Pinrang Regency, this study would be able to offer a comprehensive understanding of the dynamics, difficulties, and opportunities for enhancement in the performance implementation at the village level. Therefore, it is anticipated that the study's findings will offer suggestions and ideas to enhance the Village Government's ability to address community needs and guarantee local sustainable development.

METHODS

This study's methodology is a survey. Survey research is a type of study that often employs statistical techniques and collects samples from a population utilizing questionnaires as the primary data gathering tool. This kind of research uses quantitative methods, namely hypothesis testing, to explain the causal relationship (impact). In order to learn more about the impact of leadership style, organizational culture, and discipline on the performance of village apparatus in Cempa District, Pinrang Regency, this method is employed because it is pertinent to the thesis writer's topic. It comprises four variables: leadership (X1), organizational culture (X2), discipline (X3), and village apparatus performance (Y). 42 people, including the Village Secretary, the Head of General Affairs & Administration, the Head of Finance, the Head of Government, the Head of Service, the Head of Welfare, and the General Staff & Administration, made up the population of this study, which included all apparatus from seven villages in Cempa District, Pinrang Regency. This study used a whole sample, also known as a saturated sample, in which 42 individuals made up the population. This is due to the fact that the study was carried out with a limited population.

Data Analysis Methods

Validity and reliability tests make up the data quality test. Using the Product Moment correlation approach in SPSS, the validity test seeks to ascertain the degree of validity and accuracy of the questionnaire instrument as a measuring tool for study variables. If the computed r value is more than the r table or the significance value is less than 0.05, the statement is deemed valid; if the calculated r value is less than the r table, the statement is deemed invalid. The consistency and stability of the measuring device are described by the reliability test; if the instrument's Cronbach Alpha value is more than 0.600, it is deemed reliable. This number suggests that the tool is reliable and reliable for measuring the variables under investigation.

RESULTS AND DISCUSSION

Decision-making, communication, motivation, subordinate control, and responsibility are the five indicators that are used to measure leadership variables. One statement item is created using all five indications. The following table shows how respondents felt about leadership:

Table 1. Leadership Variables

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0	7	16,7	6	14,3	20	47,6	9	21,4	3,74
X1.2	0	0	6	14,3	10	23,8	18	42,9	8	19,0	3,67
X1.3	1	2,4	7	16,7	9	21,4	14	33,3	11	26,2	3,64
X1.4	1	2,4	6	14,3	7	16,7	19	45,2	9	21,	3,69
X1.5	1	2,4	4	9,5	7	16,7	22	52,4	8	19,0	3,76
Mean of Leadership Variable											3,7

Source: Primary Data Processed by Researchers, 2025

The leadership variable is responsibility (X1.5), which has an average value of 3.76, indicates that respondents rated the leadership variable a very good or very important value, as seen in table 4.4 above. This demonstrates how leaders consistently carry out their tasks and obligations effectively.

Validity Test

The Pearson correlation test is used in this study's validity assessment. For this test, the data must be deemed legitimate if the r-count number is greater than the r-table (Purnomo, 2016). The findings of the validity test that the researcher conducted are as follows:

Table 2. Recapitulation of Validity Test Results

Variables	Validitas				
	Indicator	R count	R table	Sig	Inf
Leadership (X1)	X1.1	0.889	0.304	0.000	Valid
	X1.2	0.845	0.304	0.000	Valid
	X1.3	0.700	0.304	0.000	Valid
	X1.4	0.930	0.304	0.000	Valid
	X1.5	0.731	0.304	0.000	Valid
Organizational culture (X2)	X2.1	0.836	0.304	0.000	Valid
	X2.2	0.693	0.304	0.000	Valid
	X2.3	0.724	0.304	0.000	Valid
	X2.4	0.493	0.304	0.001	Valid
	X2.5	0.895	0.304	0.000	Valid
Discipline (X3)	X3.1	0.663	0.304	0.000	Valid
	X3.2	0.707	0.304	0.000	Valid
	X3.3	0.771	0.304	0.000	Valid
	X3.4	0.752	0.304	0.000	Valid
	X3.5	0.873	0.304	0.000	Valid
Performance (Y)	Y1	0.905	0.304	0.000	Valid
	Y2	0.888	0.304	0.000	Valid
	Y3	0.726	0.304	0.000	Valid
	Y4	0.804	0.304	0.000	Valid
	Y5	0.512	0.304	0.001	Valid

Source: Primary Data Processed by Researchers, 2025

The correlation number (r count), which is higher than the necessary r table of 0.304, is derived from the above validity test findings. For all Leadership factors (X1), Organizational Culture (X2), Discipline (X3), and Performance (Y), the Correction Item Total Correlation (r count) value ranges from 0.493 to 0.905. All of the statement items in the Leadership, Organizational Culture, Discipline, and Performance questionnaire are valid or able to express something that the questionnaire will measure, so that it can be used for further analysis, according to these results, which show that the r count value> 0.304 (r table).

Reliability Test

The reliability test is carried out by calculating the Cronbach Alpha of each instrument in each variable. A construct or variable is said to be reliable if it provides Cronbach Alpha> 0.600.

Table 3. Reliability Test Results

No	Variables	Crombach's Alpha	Standard Value	Information
1	Leadership (X1)	0.874	0.60	Reliabel
2	Organizational Culture (X2)	0.765	0.60	Reliabel
4	Discipline (X3)	0.810	0.60	Reliabel
3	Performance (Y)	0.827	0.60	Reliabel

Source: Primary Data Processed by Researchers, 2025

Based on the results of the reliability test of the variables of Leadership, Organizational Culture, Discipline and Performance above, it produces an alpha coefficient (Cronbach's Alpha)> 0.60 so that it can be concluded that the instrument used is reliable.

Normality Test

The normality test in this study uses the Normal Probability Plot (P-Plot). A variable is said to be normal if the distribution pattern with data points spread around the diagonal line, and the distribution of data points is in the same direction following the diagonal line.
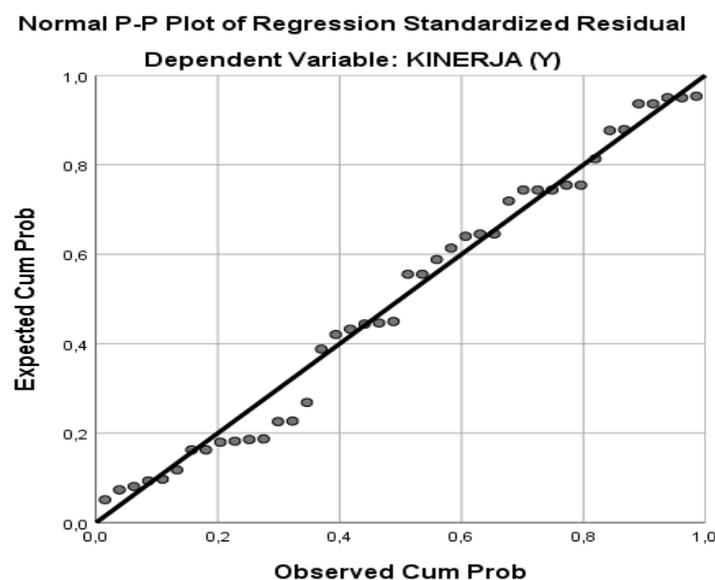

Figure 1. Results of Normality Assumption Testing

According to Susanto & Ardini (2016) the regression model is said to be normally distributed if the plotting data (dots) that describe the actual data follow the diagonal line. Based on the image above, the plotting data (dots) follow the diagonal line, so the data can be said to be normally distributed.
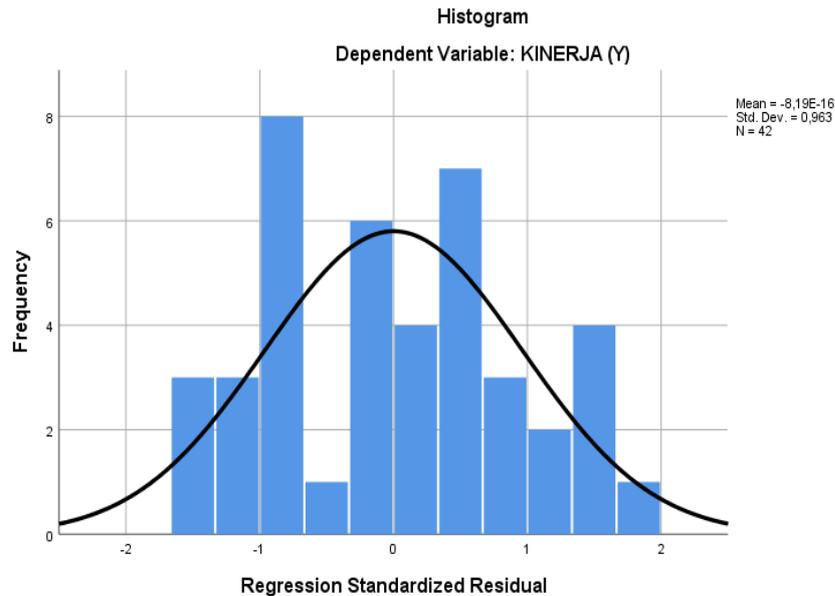
Figure 2. Heterogeneous Normality Test Results

Source: Primary Data Processed by Researchers, 2025

Based on the histogram graph image, a normal curve is obtained that forms a perfect bell, so it can be said that the residual data has been normally distributed.

Multicollinearity Test

The multicollinearity test is needed to obtain the actual correlation, which is purely not influenced by other variables that are actually, which are purely not influenced by other variables that may have an effect.

Table 4. Multicollinearity Test Results

Variables	Collinearity Tolerance	VIF	Inf.
Leadership (X1)	0.255	3.928	No Multicollinearity
Organizational Culture (X2)	0.258	3.871	No Multicollinearity
Discipline (X3)	0.211	4.729	No Multicollinearity

Source: Primary Data Processed by Researchers, 2025

No independent variable has a tolerance value of less than 0.10, according to the findings of the calculation based on the preceding table. This indicates that there is no correlation between independent variables with a value greater than 95%. The similar conclusion can be drawn from the Variance Inflation Factor (VIF) value computation results: no independent variable has a VIF value greater than 10. Therefore, it may be said that the regression model's independent variables do not exhibit multicollinearity.

Heteroscedasticity Test

The purpose of the Heteroscedasticity Assumption Test is to determine whether the residuals of one observation in the regression do not vary from one another. The errors that arise in heteroscedasticity are not random; rather, they exhibit a systematic relationship based on the magnitude of one or more variables. The test for heteroscedasticity that is employed is visually.
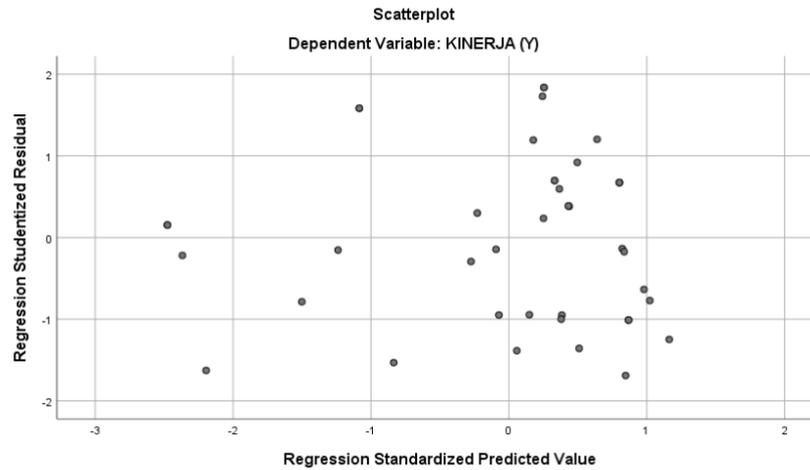
Figure 3. Heteroscedasticity Assumption Test Results

Source: Primary Data Processed by Researchers, 2025

Based on the image above, it shows that the points are spread above and below the number 0 on the Y axis, so the regression model can be said to have no heteroscedasticity.

Determination Coefficient Test

Table 5. Results of the Determination Coefficient Test

Model Summaryᵇ				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,955ᵃ	,913	,906	1.397
a. Predictors: (Constant), Discipline (X3), Organizational culture (X2), Leadership (X1)				
b. Dependent Variable: Performance (Y)				

Source: Primary Data Processed by Researchers, 2025

The corrected determination coefficient is 0.913, as may be inferred from the model summary output displayed in the above table. This figure shows that 91.3%. The correlation between the three variables in the regression model is stronger when the R Square value is higher. 91.3%, it can be inferred. The independent variables of leadership (X1), organizational culture (X2), and discipline (X3) can account for the performance variable, while other variables outside the model account for the remaining 8.7%.

t-test (Partial Test)

Table 6. t-Test (Partial Test)

Coefficientsᵃ								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,477	1,035		1,427	,162		
	Leadership (X1)	,336	,104	,305	3,219	,003	,255	3,928
	Organizational Culture (X2)	,474	,102	,436	4,631	,000	,258	3,871
	Discipline (X3)	,290	,111	,272	2,613	,013	,211	4,729

Source: Primary Data Processed by Researchers, 2025

Based on the table above, the following multiple linear regression equation model is obtained:

$Y = a + b1X1 + b2X2 + e$

$Y = 1.477 + 0.336_{X1} + 0,474_{X2} + 0,290_{X3 +}$

Where:

Y = Performance

X1 = Leadership

X2 = Organizational Culture

X3 = Discipline

e = Standard error

The regression equation above partially illustrates the link between the independent and dependent variables; it can be inferred from the equation that, Performance is (1.477) if the Leadership, Organizational Culture, and Discipline variables remain unchanged (X1, X2, and X3 values are 0). This is known as the constant value. According to the Leadership regression coefficient value of 0.336, performance will increase by 0.366% if the Leadership variable (X1) rises by 1% and the Organizational Culture variable (X2), Discipline variable (X3), and constant are all equal to 0. This demonstrates that performance is positively impacted by the leadership variable.

According to the Organizational Culture regression coefficient value of 0.474, performance will increase by 0.474% for every 1% increase in the Organizational Culture variable (X2), assuming that the Leadership variable (X1), Discipline variable (X3), and constant are all equal to 0. This demonstrates that performance is positively impacted by the organizational culture variable. Discipline's regression coefficient is 0.290, which indicates that performance will increase by 0.290% if the Discipline variable (X3) rises by 1% while the Leadership variable (X1), Organizational Culture (X2), and constant remain at 0. This demonstrates how the discipline variable improves performance.

F Test (Simultaneous Test)

Table 7. F Test (Simultaneous Test)

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	777,913	3	259,304	132,786	,000b
	Residual	74,206	38	1,953		
	Total	852,119	41			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), Discipline (X3), Organizational Culture (X2), Leadership (X1)						

Source: Primary Data Processed by Researchers, 2025

It is clear from the preceding table that discipline, organizational culture, and leadership all significantly and concurrently affect performance. The estimated F value above, which is 132,786> 2.44 with a probability of 0.000<0.05, shows this. The calculated F value is greater than the Ftable. As a result, the computed F> Ftable (132,786> 2.44) is evident.

It is evident from the multiple linear regression analysis results based on the problem description and the first hypothesis. The chart demonstrates that performance is positively and significantly impacted by leadership. These results show that effective leadership is practiced to enhance the apparatus's performance. The study's findings support the findings of Depitra &

Soegoto (2018) and Rivai (2020), which indicate that leadership significantly and favorably affects worker performance. When compared to other indicators, responsibility has the greatest average, according to the findings of the descriptive statistics of the variables. This indicates that the respondents are aware that the leaders consistently carry out their duties and obligations effectively. The research site's facts demonstrate that leadership still requires improvement. Because the efficient operation of organizational operations will be significantly impacted by effective leadership. In crucial circumstances, some leaders are still incapable of making the best choices. Leadership and the apparatus's performance are positively correlated, according to the device itself. The apparatus's sense of accountability, which has the highest average value among leadership indicators. Their impression of the organization's support is impacted by this.

CONCLUSION

This study concludes that leadership, organizational culture, and discipline play a decisive role in shaping the performance of village apparatus in Cempa District, Pinrang Regency. The results of multiple regression analysis confirm that all three variables have a positive and significant effect, indicating that improvements in these areas directly enhance the ability of village officials to provide quality public services. Among the tested variables, organizational culture shows the strongest influence, emphasizing the importance of shared values, norms, and behavioral standards in guiding officials' actions and responsibilities. Leadership also contributes significantly, particularly in fostering accountability, decision-making, and motivation, while discipline ensures that officials consistently adhere to established procedures and service standards. The findings underscore that strengthening village governance cannot rely solely on administrative regulations, but must also be supported by effective leadership, a constructive organizational culture, and a disciplined work ethic. By reinforcing these elements, the village government can improve service delivery, increase community trust, and support sustainable local development. Furthermore, the study highlights the need for continuous capacity building, structured leadership development, and cultural reinforcement programs within village institutions to address ongoing challenges such as limited responsiveness and insufficient service innovation. Ultimately, enhancing these three determinants provides a strategic pathway to elevate the professionalism and effectiveness of village apparatus performance..

SUGGESTION

Enhancing public servant performance through discipline, organizational culture, and leadership can foster an environment where a leader's model behavior toward civil servant performance can lead to the achievement of peak employee performance.

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