

# The Role of Leadership Style, Motivation, and Work Discipline in Improving Village Apparatus Performance: Evidence from Banfanu Village, Noemuti District, Timor Tengah Utara Regency

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**Abstract:** The performance of village officials is critical for effective rural governance and public service delivery in developing countries. While leadership, motivation, and discipline have been extensively studied in corporate and urban government settings, integrated empirical investigations examining their combined effects in Indonesian village governance contexts remain scarce. This study aims to analyze the influence of leadership style, work motivation, and work discipline both individually and simultaneously on village apparatus performance in Banfanu Village, Noemuti District, Timor Tengah Utara Regency, Indonesia. A quantitative associative research design was employed using census sampling of all 40 village officials. Primary data were collected through validated questionnaires measuring leadership style, motivation, work discipline, and performance using five-point Likert scales. Data analysis included classical assumption tests, simple and multiple linear regression, t-tests, F-tests, and effective contribution analysis using SPSS. Results indicate that leadership style ( $t = 7.053$ ,  $p < 0.001$ ;  $R = 0.753$ ,  $R^2 = 0.567$ ), motivation ( $t = 10.991$ ,  $p < 0.001$ ;  $R = 0.872$ ,  $R^2 = 0.761$ ), and work discipline ( $t = 2.581$ ,  $p = 0.014$ ;  $R = 0.386$ ,  $R^2 = 0.149$ ) each significantly and positively influence village apparatus performance. Simultaneously, all three variables collectively explain 81.3% of performance variance ( $R^2 = 0.813$ ,  $F = 52.141$ ,  $p < 0.001$ ), with motivation contributing the largest effective contribution (58.1%), followed by leadership style (16.7%) and work discipline (6.5%). This study provides empirical evidence for the dominant role of motivation in driving village apparatus performance and demonstrates the synergistic effects of leadership, motivation, and discipline in rural Indonesian governance contexts extending self-determination theory and transformational leadership frameworks to village-level public administration. The findings suggest that village governments should prioritize motivation enhancement programs while simultaneously strengthening leadership practices and disciplinary systems to optimize public service delivery and governance effectiveness.

**Keywords:** Leadership Style; Work Motivation; Work Discipline; Village Apparatus Performance; Rural Governance.

## 1. Introduction

The successful realization of government programs and public service delivery in rural areas is fundamentally determined by the quality of human resources and organizational behavior among village officials. As the frontline of government administration in Indonesia, villages play an indispensable role in implementing development programs that directly address community needs, making the performance of village apparatus a critical determinant of governance effectiveness. The enactment of Law Number 6 of 2014 concerning Villages has further emphasized the importance of village governance quality by granting villages greater autonomy in managing their administration and development to improve rural residents' welfare and quality of life.

Contemporary management scholarship has consistently demonstrated that leadership effectiveness, employee motivation, and work discipline constitute fundamental pillars of organizational performance across various sectors. Meta-analytic evidence from Van den Broeck et al. (2021), synthesizing 124 samples, confirms that increasingly autonomous forms of motivation relate positively to desirable employee outcomes, with intrinsic motivation emerging as the most critical predictor of well-being, attitudes, and behavior accounting for over 46% of explained variance. Similarly, a cross-cultural meta-analysis by recent scholars (2025), encompassing 121,385 participants across 519 samples and 39 nations, establishes that transformational leadership positively influences task performance ( $\rho = 0.27$ ), organizational citizenship behavior ( $\rho = 0.26$ ), and innovative behavior ( $\rho = 0.18$ ) regardless of cultural contexts.

Despite the robust theoretical and empirical foundations established in corporate and urban government settings, the application of these constructs to Indonesian village governance contexts remains understudied. The unique characteristics of village administration characterized by sociocultural leadership patterns, hierarchical governance structures, and limited formal human resource management systems necessitate context-specific empirical investigations. Prior research in developing country contexts indicates that public sector employee performance

reforms face distinct challenges, as poor employee performance directly hinders economic and social development goals.

Within village governance contexts, leadership dynamics are significantly shaped by local culture, village head characteristics, and regulatory frameworks governing rural administration. Article 26(1) of the Village Law stipulates that village heads are obligated to lead village governance, implement development programs, foster community development, and empower village residents functions that require effective leadership, motivated personnel, and disciplined work practices. The transformation from traditional hierarchical leadership models toward more participatory, collaborative, and accountable governance systems demands empirical investigation of the mechanisms through which leadership, motivation, and discipline influence village apparatus performance.

The research gap addressed by this study concerns the limited empirical evidence regarding the combined effects of leadership style, motivation, and work discipline on village apparatus performance in Indonesian rural governance contexts. While individual relationships between these variables and employee performance have been established in various organizational settings, their simultaneous examination within village government structures where formal organizational systems interact with informal sociocultural dynamics remains underexplored. This study therefore aims to: (1) analyze the partial effects of leadership style, motivation, and work discipline on village apparatus performance; (2) examine their simultaneous influence; and (3) determine the relative contribution of each variable to performance outcomes.

The significance of this research extends beyond its immediate empirical contributions. Theoretically, the study extends self-determination theory and transformational leadership frameworks to village-level public administration in developing countries, contributing to the broader literature on public sector motivation and governance effectiveness. Practically, the findings provide evidence-based recommendations for village leaders and policymakers seeking to enhance rural governance through targeted human resource development interventions.

## **2. Literature Review and Hypothesis Development**

### **2.1. Theoretical Foundation**

This study is grounded in two complementary theoretical frameworks: Self-Determination Theory (SDT) and Transformational Leadership Theory. Self-Determination Theory, developed by Deci and Ryan (2000), provides a comprehensive framework for understanding human motivation by distinguishing between autonomous motivation (engaging in activities for self-endorsed reasons) and controlled motivation (acting due to external pressures or contingencies). The theory posits that satisfaction of basic psychological needs autonomy, competence, and relatedness determines the form of motivation individuals experience and, consequently, their behavioral persistence and performance outcomes.

McAnally and Hagger (2024), in their conceptual review of SDT applications in workplace contexts, confirm that autonomous forms of motivation and basic psychological need satisfaction consistently relate to better employee performance, satisfaction, and engagement, while controlled forms of motivation and need frustration are associated with increased burnout and turnover. The theory's emphasis on motivation quality rather than mere intensity provides a nuanced framework for understanding performance determinants in organizational settings.

Transformational Leadership Theory, advanced by Bass and Riggio (2006), conceptualizes effective leadership through four dimensions: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders inspire followers to transcend self-interest for collective goals, stimulate innovative thinking, and provide personalized support for individual development. Meta-analytic evidence consistently demonstrates that transformational leadership positively influences follower performance, motivation, and organizational commitment across diverse contexts.

The integration of these theoretical frameworks provides a comprehensive lens for examining how leadership practices influence motivation and how both constructs, combined with disciplinary systems, determine performance outcomes in organizational settings.

### **2.2. Leadership Style**

Leadership style refers to the behavioral patterns and approaches leaders employ to influence, guide, and direct subordinates toward organizational objectives. In the context of public sector organizations, leadership encompasses the ability to make effective decisions, communicate clearly, motivate personnel, and maintain organizational control. Contemporary scholarship emphasizes that leadership effectiveness extends beyond directive authority to include inspirational, developmental, and relational dimensions.

Empirical research consistently demonstrates positive associations between effective leadership and employee performance. The recent cross-cultural meta-analysis (2025) confirms that transformational leadership significantly enhances citizenship behavior, task performance, and innovation across 39 nations, with effect sizes remaining robust regardless of cultural dimensions including individualism, uncertainty avoidance, and power distance. In Indonesian public sector contexts, studies have established that leadership style significantly influences employee performance through mechanisms including enhanced motivation, strengthened organizational commitment, and improved work climate.

Research specific to village governance indicates that village head leadership significantly determines apparatus performance and overall governance effectiveness. Effective village leaders demonstrate capacity to provide clear direction, model appropriate behavior, build constructive communication, and foster collaborative work environments. The leadership challenges in village contexts including balancing traditional authority patterns with modern governance requirements underscore the importance of adaptive leadership approaches.

According to Tannenbaum and Schmidt's contingency framework, factors influencing leadership style include supervisor characteristics, subordinate attributes, and situational conditions. Lestari and Soesatyo (2019) identify four measurable leadership dimensions: decision-making capability, motivating ability, communication effectiveness, and control capacity. These indicators provide empirical operationalization for assessing leadership style in organizational contexts.

### **2.3. Work Motivation**

Work motivation represents the psychological force that drives the direction, intensity, and persistence of employee behavior toward organizational goals. Within the SDT framework, motivation quality whether autonomous or controlled determines behavioral outcomes more significantly than motivation intensity alone. Autonomous motivation, characterized by intrinsic interest and identified value alignment, predicts superior performance, engagement, and well-being compared to controlled motivation driven by external rewards or internal pressures.

The meta-analytic evidence from Van den Broeck et al. (2021) provides definitive quantification of motivation's performance implications. Their analysis of 124 samples demonstrates that intrinsic motivation accounts for the largest proportion of explained variance in employee outcomes, with identified regulation particularly powerful in predicting performance and organizational citizenship behavior. External regulation shows limited associations with positive outcomes while carrying well-being costs, and amotivation relates only negatively to performance indicators.

In public sector contexts, motivation assumes heightened importance given the absence of profit-based incentive systems common in private organizations. Hasibuan (2017) defines motivation as the driving force creating work enthusiasm that enables effective and integrated cooperation toward organizational goal achievement. Motivation influences employees' capacity to direct their potential and capabilities responsibly toward task completion in accordance with organizational regulations.

Gunawan and Suryadi (2020) identify five motivation indicators derived from Maslow's needs hierarchy: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Wahjosumidjo (2017) further distinguishes between internal motivational factors (work attitudes, abilities, interests, satisfaction, and experience) and external factors (work atmosphere, supervision, and leadership). These multidimensional conceptualizations inform comprehensive motivation assessment approaches.

### **2.4. Work Discipline**

Work discipline represents the attitudes and behaviors reflecting compliance, awareness, and responsibility in adhering to organizational regulations, norms, and established procedures. Discipline constitutes a foundational requirement for organizational effectiveness, as undisciplined behavior directly impairs productivity, efficiency, and goal achievement. Sutrisno (2016) defines discipline as the attitude of adhering to regulations both written and unwritten and the capability to execute them consistently.

Empirical research consistently establishes positive relationships between work discipline and employee performance. A study by Malik et al. (2025) found that discipline significantly affects work productivity ( $t = 7.132 > t\text{-table} = 2.002$ ), explaining 96.5% of productivity variance when combined with motivation. Research in Indonesian local government contexts confirms that work discipline contributes the strongest effect on performance among examined variables including leadership and motivation.

The theoretical basis for discipline-performance relationships rests on the premise that disciplined employees demonstrate greater reliability, consistency, and accountability in task execution. High discipline manifests through punctual attendance, procedural adherence, supervisor compliance, work awareness, and responsibility acceptance. Agustini (2019) operationalizes work discipline through five indicators: attendance levels, work procedures, superior compliance, work awareness, and responsibility. These indicators enable systematic discipline assessment and provide actionable targets for organizational development interventions.

## 2.5. Village Apparatus Performance

Performance represents the outcomes achieved by individuals or groups in executing their duties and responsibilities in accordance with organizational standards, measured through efficiency, effectiveness, and quality dimensions. Robbins and Coulter (2016) conceptualize performance as work results measured against established criteria reflecting individual or collective capability in completing core functions aligned with organizational targets.

Schermerhorn, Hunt, and Osborn (2000) identify three performance-determining factors: individual attributes, work capability, and operational support. These factors interact with motivational and disciplinary dimensions to produce observable performance outcomes. Robbins (2006) operationalizes employee performance through six indicators: quality (work accuracy and precision), quantity (output volume), timeliness (deadline adherence), effectiveness (resource optimization), independence (autonomous task completion), and work commitment (organizational dedication).

In village governance contexts, apparatus performance directly determines public service quality, development program effectiveness, and community satisfaction with governance. The constitutional mandate for village governments to serve community needs establishes performance as a governance legitimacy determinant. Village apparatus performance encompasses administrative competence, service responsiveness, program implementation effectiveness, and community engagement capacity.

## 2.6. Hypothesis Development

Based on the theoretical foundations and empirical evidence reviewed, this study proposes the following hypotheses:

- **H1: Leadership style positively and significantly influences village apparatus performance.**

The theoretical rationale for this hypothesis derives from transformational leadership theory's proposition that effective leadership inspires follower motivation, enhances commitment, and improves performance outcomes. Meta-analytic evidence confirms positive leadership-performance associations across diverse contexts, and village governance research establishes that leadership style significantly determines apparatus effectiveness.

- **H2: Work motivation positively and significantly influences village apparatus performance.**

Self-determination theory predicts that autonomous motivation characterized by intrinsic interest and identified value alignment enhances behavioral persistence and performance outcomes. Meta-analytic evidence demonstrates motivation's substantial predictive power for employee performance, with autonomous motivation particularly influential. In village contexts, motivated apparatus demonstrate greater initiative, commitment, and service orientation.

- **H3: Work discipline positively and significantly influences village apparatus performance.**

Discipline theory establishes that behavioral consistency, procedural adherence, and accountability directly enhance work quality and productivity. Empirical evidence consistently confirms positive discipline-performance relationships, with some studies identifying discipline as the strongest performance determinant among examined variables.

- **H4: Leadership style, work motivation, and work discipline simultaneously and positively influence village apparatus performance.**

This hypothesis reflects the integrated theoretical framework proposing synergistic effects among leadership, motivation, and discipline. Effective leadership enhances motivation while reinforcing disciplinary expectations; motivation sustains disciplined behavior and amplifies leadership effectiveness; discipline provides the structural foundation for motivated and well-led performance. The simultaneous examination captures interactive and cumulative effects beyond individual variable contributions.

## **2.7. Conceptual Framework**

The conceptual model illustrates the hypothesized relationships among research variables. Leadership style (X1), work motivation (X2), and work discipline (X3) serve as independent variables, with each predicted to positively influence village apparatus performance (Y). The framework encompasses both partial relationships (H1-H3) and the simultaneous relationship (H4), enabling comprehensive analysis of variable contributions to performance outcomes.

## **3. Research Methods**

### **3.1. Research Design**

This study employs a quantitative associative research design using a cross-sectional data collection approach. The quantitative methodology enables objective and measurable examination of relationships among variables through statistical analysis, while the associative design specifically tests influence relationships between two or more variables. This design is appropriate for hypothesis testing regarding the effects of independent variables on dependent outcomes.

The choice of quantitative methodology aligns with the study's objectives of establishing statistically significant relationships and quantifying variable contributions to performance outcomes. The cross-sectional approach captures variable measurements at a single point in time, enabling efficient data collection while acknowledging limitations regarding temporal dynamics and causal inference. Huda *et al.* (2020)

### **3.2. Population and Sample**

The target population comprises all village apparatus in Banfanu Village, Noemuti District, Timor Tengah Utara Regency, totaling 40 individuals. Given the limited population size, a census sampling technique (saturated sampling) was employed, including all population members as research respondents. This approach ensures complete representation and eliminates sampling error, enhancing the reliability and validity of statistical estimates.

The population includes village officials across administrative functions village secretary, section heads, hamlet heads, and administrative staff providing comprehensive coverage of village governance roles. All respondents had minimum service tenure ensuring familiarity with organizational processes and performance expectations.

### **3.3. Data Collection**

Primary data were collected through structured questionnaires distributed directly to all village apparatus respondents. The questionnaire instrument employed five-point Likert scales (1 = strongly disagree to 5 = strongly agree) to measure respondent perceptions across all variables. The data collection procedure included: (1) obtaining permission from village leadership; (2) conducting briefing sessions explaining research purposes and

questionnaire instructions; (3) distributing questionnaires with informed consent; (4) allowing adequate response time; and (5) collecting completed instruments.

Supplementary data collection techniques included structured observation of work processes and informal interviews to contextualize quantitative findings. The data collection period spanned three weeks, ensuring adequate time for thoughtful responses while maintaining data currency. Huda *et al.* (2020)

### 3.4. Measurement Instruments

The questionnaire instrument comprised four sections measuring independent and dependent variables:

- Leadership Style (X1): Measured using 12 items adapted from Lestari and Soesatyo (2019), assessing four dimensions: decision-making capability (3 items), motivating ability (3 items), communication effectiveness (3 items), and control capacity (3 items).
- Work Motivation (X2): Measured using 15 items adapted from Gunawan and Suryadi (2020), assessing five dimensions derived from Maslow's hierarchy: physiological needs (3 items), safety needs (3 items), social needs (3 items), esteem needs (3 items), and self-actualization needs (3 items).
- Work Discipline (X3): Measured using 15 items adapted from Agustini (2019), assessing five dimensions: attendance levels (3 items), work procedures (3 items), superior compliance (3 items), work awareness (3 items), and responsibility (3 items).
- Village Apparatus Performance (Y): Measured using 18 items adapted from Robbins (2006), assessing six dimensions: quality (3 items), quantity (3 items), timeliness (3 items), effectiveness (3 items), independence (3 items), and work commitment (3 items).

### 3.5. Validity and Reliability

Instrument validity was assessed using Pearson product-moment correlation, with items retained if  $r$ -calculated exceeded  $r$ -table values at  $\alpha = 0.05$ . All items demonstrated adequate validity coefficients, confirming that instruments accurately measure intended constructs.

Reliability was assessed using Cronbach's alpha coefficients, with constructs considered reliable if  $\alpha \geq 0.70$ . All variables exceeded this threshold: leadership style ( $\alpha = 0.847$ ), motivation ( $\alpha = 0.891$ ), work discipline ( $\alpha = 0.823$ ), and performance ( $\alpha = 0.876$ ). These coefficients indicate strong internal consistency across measurement scales. Huda *et al.* (2020)

### 3.6. Data Analysis Technique

Data analysis was conducted using SPSS Version 25 software, employing the following sequential procedures:

- Classical Assumption Tests: Including normality tests (Kolmogorov-Smirnov), multicollinearity tests (tolerance and VIF values), heteroskedasticity tests (Glejser method), autocorrelation tests (Durbin-Watson statistic), and linearity tests to verify regression model appropriateness.
- Descriptive Statistics: Including means, standard deviations, and frequency distributions characterizing respondent demographics and variable distributions.
- Simple Linear Regression: Testing partial relationships between each independent variable and performance (H1-H3).
- Multiple Linear Regression: Testing simultaneous relationships among all independent variables and performance (H4).
- Hypothesis Testing: Including  $t$ -tests for partial significance ( $\alpha = 0.05$ ),  $F$ -tests for simultaneous significance, and coefficient of determination ( $R^2$ ) for explained variance proportion.
- Effective Contribution Analysis: Calculating the proportional contribution of each independent variable to total explained variance using the formula:  $SE\% = \beta \times r \times 100\%$ , where  $\beta$  represents standardized regression coefficients and  $r$  represents bivariate correlation coefficients. Huda *et al.* (2020)

## 4. Result and Discussion

#### 4.1. Descriptive Statistics

Respondent demographic characteristics indicate balanced representation across village apparatus roles. Gender distribution shows 62.5% male and 37.5% female respondents. Age distribution reveals concentration in productive working ages: 20-30 years (27.5%), 31-40 years (42.5%), 41-50 years (22.5%), and above 50 years (7.5%). Educational attainment includes senior high school (60%), diploma (15%), and bachelor's degree (25%).

Variable descriptive statistics indicate generally positive assessments across constructs. Leadership style achieved mean scores of 3.82 (SD = 0.67), indicating respondent perceptions of moderately effective leadership. Motivation mean scores of 4.12 (SD = 0.58) suggest relatively high motivation levels. Work discipline means of 3.91 (SD = 0.71) indicate moderate disciplinary compliance. Performance means of 3.95 (SD = 0.64) reflect satisfactory performance perceptions.

#### 4.2. Classical Assumption Test Results

Normality testing using Kolmogorov-Smirnov yielded significance values exceeding 0.05 for all variables, confirming normal data distributions suitable for parametric analysis.

Multicollinearity testing revealed tolerance values exceeding 0.10 and VIF values below 10 for all independent variables: leadership style (tolerance = 0.412, VIF = 2.427), motivation (tolerance = 0.389, VIF = 2.571), and work discipline (tolerance = 0.687, VIF = 1.456). These values indicate absence of multicollinearity problems.

Heteroskedasticity testing using the Glejser method showed all significance values exceeding 0.05, confirming homoscedastic residual distributions. Autocorrelation testing yielded Durbin-Watson statistic of 1.923, falling within acceptable ranges ( $dU < DW < 4-dU$ ), indicating no autocorrelation. Linearity testing confirmed linear relationships between each independent variable and performance (significance values  $< 0.05$ ).

#### 4.3. Multiple Regression Analysis

Multiple linear regression analysis produced the following model:  $Y = -0.239 + 0.330X_1 + 0.756X_2 + 0.200X_3 + \epsilon$ .

**Table 1: Multiple Regression Results**

| <i>Variable</i>       | <i>Unstandardized B</i> | <i>Standardized <math>\beta</math></i> | <i>Interpretation</i>      |
|-----------------------|-------------------------|--|----------------------------|
| Constant              | -0.239                  |  | Baseline performance level |
| Leadership Style (X1) | 0.330                   | 0.222                                  | Positive effect            |
| Motivation (X2)       | 0.756                   | 0.666                                  | Positive effect            |
| Work Discipline (X3)  | 0.200                   | 0.169                                  | Positive effect            |

*Source: Primary data analysis, 2025*

The regression equation interpretation indicates that:

- The constant value of -0.239 represents the theoretical performance level when all independent variables equal zero.
- Leadership style coefficient (0.330) indicates that each unit increase in leadership style produces 0.330 unit increase in performance, holding other variables constant.
- Motivation coefficient (0.756) indicates that each unit increase in motivation produces 0.756 unit increase in performance the largest effect magnitude among examined variables.
- Work discipline coefficient (0.200) indicates that each unit increase in discipline produces 0.200 unit increase in performance.

#### 4.4. Hypothesis Testing

##### 4.4.1. Partial Effects (t-test)

**Table 2: t-Test Results**

| <i>Hypothesis</i> | <i>t-calculated</i> | <i>t-table</i> | <i>Sig.</i> | <i>Decision</i> |
|-------------------|---------------------|----------------|-------------|-----------------|
|-------------------|---------------------|----------------|-------------|-----------------|

|                              |        |       |       |          |
|------------------------------|--------|-------|-------|----------|
| H1: Leadership → Performance | 7.053  | 2.024 | 0.000 | Accepted |
| H2: Motivation → Performance | 10.991 | 2.024 | 0.000 | Accepted |
| H3: Discipline → Performance | 2.581  | 2.024 | 0.014 | Accepted |

Source: Primary data analysis, 2025

All three hypotheses regarding partial effects are supported:

- H1 Supported: Leadership style significantly and positively influences village apparatus performance ( $t = 7.053 > 2.024$ ,  $p < 0.001$ ). The bivariate correlation coefficient ( $R = 0.753$ ) indicates strong positive association, with leadership style explaining 56.7% of performance variance ( $R^2 = 0.567$ ).
- H2 Supported: Work motivation significantly and positively influences village apparatus performance ( $t = 10.991 > 2.024$ ,  $p < 0.001$ ). The correlation coefficient ( $R = 0.872$ ) indicates very strong positive association, with motivation explaining 76.1% of performance variance ( $R^2 = 0.761$ ) the highest explanatory power among individual variables.
- H3 Supported: Work discipline significantly and positively influences village apparatus performance ( $t = 2.581 > 2.024$ ,  $p = 0.014$ ). The correlation coefficient ( $R = 0.386$ ) indicates moderate positive association, with discipline explaining 14.9% of performance variance ( $R^2 = 0.149$ ).

#### 4.4.2. Simultaneous Effects (F-test)

Table 3: F-Test Results

| Model      | F-calculated | F-table | Sig.  | Decision          |
|------------|--------------|---------|-------|-------------------|
| Regression | 52.141       | 2.866   | 0.000 | Model significant |

Source: Primary data analysis, 2025

- H4 Supported: Leadership style, motivation, and work discipline simultaneously and significantly influence village apparatus performance ( $F = 52.141 > 2.866$ ,  $p < 0.001$ ). The multiple correlation coefficient ( $R = 0.902$ ) indicates very strong combined association, with all three variables collectively explaining 81.3% of performance variance ( $R^2 = 0.813$ ). The remaining 18.7% is attributable to factors not examined in this study.

#### 4.5. Effective Contribution Analysis

Table 4: Effective Contribution Results

| Variable              | $\beta$ (Standardized) | $r$ (Correlation) | Calculation          | Effective Contribution |
|-----------------------|------------------------|-------------------|----------------------|------------------------|
| Leadership Style (X1) | 0.222                  | 0.753             | $0.222 \times 0.753$ | 16.7%                  |
| Motivation (X2)       | 0.666                  | 0.872             | $0.666 \times 0.872$ | 58.1%                  |
| Work Discipline (X3)  | 0.169                  | 0.386             | $0.169 \times 0.386$ | 6.5%                   |
| Total ( $R^2$ )       |                        |                   |                      | 81.3%                  |

Source: Primary data analysis, 2025

The effective contribution analysis reveals that motivation provides the dominant contribution to performance variance (58.1%), followed by leadership style (16.7%) and work discipline (6.5%). This distribution aligns with meta-analytic findings from Van den Broeck et al. (2021) identifying motivation as the most important predictor of employee outcomes.

#### 4.6. Discussion

##### 4.6.1. Leadership Style and Village Apparatus Performance

The finding that leadership style positively and significantly influences village apparatus performance (H1) aligns with established theoretical predictions and prior empirical evidence. The substantial effect magnitude ( $R = 0.753$ ,



$R^2 = 0.567$ ) indicates that leadership quality constitutes a major performance determinant in village governance contexts.

This result confirms transformational leadership theory propositions that effective leaders enhance follower performance through inspirational motivation, intellectual stimulation, and individualized consideration. In village contexts, leaders who provide clear direction, model appropriate behaviors, maintain effective communication, and exercise balanced control create conditions conducive to apparatus performance improvement.

The finding corresponds with meta-analytic evidence establishing positive leadership-performance associations across diverse contexts. The cross-cultural meta-analysis (2025) confirms that transformational leadership positively influences task performance ( $\rho = 0.27$ ) and citizenship behavior ( $\rho = 0.26$ ), with effects remaining robust across cultural dimensions. Similarly, Indonesian public sector research consistently establishes that leadership style significantly determines employee performance.

Comparison with prior village governance research reveals convergent findings. Yuliana (2021) found that leadership style positively and significantly influences village apparatus performance, with leaders who provide examples, clear direction, and constructive communication enhancing apparatus work motivation and responsibility. The current study's results strengthen this evidence base while quantifying leadership's explanatory contribution within a multivariate framework.

#### **4.6.2. Work Motivation and Village Apparatus Performance**

The finding that work motivation positively and significantly influences village apparatus performance (H2) represents the study's most substantial effect. The very strong correlation ( $R = 0.872$ ) and highest explanatory power ( $R^2 = 0.761$ ) among individual variables confirm motivation's paramount importance for performance outcomes.

This result provides strong support for self-determination theory predictions that autonomous motivation characterized by intrinsic interest and identified value alignment enhances behavioral persistence and performance quality. The meta-analytic evidence from Van den Broeck et al. (2021) confirms that motivation types explain substantial performance variance, with intrinsic motivation emerging as the most important predictor accounting for over 46% of explained variance in employee outcomes.

The finding that motivation contributes 58.1% of the total explained performance variance (effective contribution analysis) aligns with theoretical predictions emphasizing motivation quality as the primary performance determinant. McAnally and Hagger (2024) confirm in their conceptual review that autonomous forms of motivation consistently relate to better employee performance, satisfaction, and engagement across workplace contexts.

Comparison with prior research reveals consistent patterns. Rahmawati (2020) found that work motivation significantly influences performance improvement, with employees possessing strong internal and external drives including recognition and leadership support demonstrating greater enthusiasm and productivity. The current study extends these findings to village governance contexts while providing precise quantification of motivation's relative contribution.

The dominance of motivation's effect has important theoretical implications. In village governance contexts characterized by limited formal incentive systems and predominant intrinsic service motivations, the findings suggest that performance enhancement strategies should prioritize motivation development over purely structural or disciplinary interventions.

#### **4.6.3. Work Discipline and Village Apparatus Performance**

The finding that work discipline positively and significantly influences village apparatus performance (H3) confirms discipline theory predictions while revealing relatively modest effect magnitude compared to leadership and motivation variables. The moderate correlation ( $R = 0.386$ ) and limited explanatory power ( $R^2 = 0.149$ ) indicate that discipline contributes meaningfully but not predominantly to performance outcomes.

This result aligns with empirical evidence establishing positive discipline-performance relationships while suggesting contextual variations in discipline's relative importance. Research by Malik et al. (2025) found that

discipline significantly affects work productivity with substantial effect sizes, though their study examined manufacturing rather than government contexts.

The finding that discipline provides 6.5% effective contribution to explained performance variance the smallest among examined variables warrants careful interpretation. In village governance contexts where performance depends heavily on interpersonal relationships, community engagement, and adaptive problem-solving, rigid disciplinary compliance may contribute less than motivational and leadership factors. However, discipline provides the foundational structure enabling consistent service delivery and administrative reliability.

Comparison with prior research reveals that discipline's relative contribution varies across organizational contexts. Firmansyah (2024) found that work discipline positively and significantly influences village apparatus performance, with disciplined employees demonstrating punctuality, regulatory compliance, and responsibility that enhance service quality. The current study confirms discipline's positive effect while contextualizing its relative contribution within a comprehensive multivariate framework.

#### **4.6.4. Simultaneous Effects of Leadership, Motivation, and Discipline**

The finding that leadership style, motivation, and work discipline simultaneously and significantly influence village apparatus performance (H4), explaining 81.3% of performance variance, provides strong evidence for synergistic variable effects. This substantial collective explanatory power exceeds individual variable contributions, indicating interactive mechanisms amplifying combined effects.

The theoretical interpretation of simultaneous effects derives from the integrated framework proposing complementary relationships among constructs. Effective leadership enhances motivation through inspirational communication and individualized support while reinforcing disciplinary expectations through modeling and clear standards. Motivation sustains disciplined behavior by providing intrinsic reasons for compliance while amplifying leadership effectiveness through enhanced responsiveness. Discipline provides the structural foundation enabling motivated and well-led performance by establishing predictable work patterns and accountability mechanisms.

This interpretation aligns with Hasibuan's (2019) proposition that employee performance improvement requires synergy among effective leadership, strong motivation, and high discipline. The current study provides empirical quantification of this synergistic proposition in village governance contexts.

Comparison with prior research reveals convergent findings regarding combined variable effects. Lestari (2021) found that leadership style, motivation, and work discipline simultaneously and significantly influence government employee performance, with good leadership cultivating motivation and strong motivation encouraging discipline, thereby enhancing overall performance. The current study extends these findings while providing precise effect size quantification and relative contribution analysis.

The finding that 18.7% of performance variance remains unexplained by examined variables indicates the influence of additional factors not included in the model. Candidate unmeasured factors include organizational culture, work environment, training and development, compensation, and individual competency suggesting directions for future research expansion.

## **5. Conclusion**

### **5.1. Summary of Key Findings**

This study examined the influence of leadership style, work motivation, and work discipline on village apparatus performance in Banfanu Village, Noemuti District, Timor Tengah Utara Regency. Quantitative analysis using multiple linear regression with 40 village apparatus respondents yielded four principal findings:

First, leadership style positively and significantly influences village apparatus performance ( $t = 7.053$ ,  $p < 0.001$ ;  $R = 0.753$ ,  $R^2 = 0.567$ ). Effective leadership characterized by decision-making capability, motivating ability, communication effectiveness, and control capacity enhances apparatus performance quality.

Second, work motivation positively and significantly influences village apparatus performance with the strongest individual effect ( $t = 10.991$ ,  $p < 0.001$ ;  $R = 0.872$ ,  $R^2 = 0.761$ ). Motivation emerges as the dominant performance determinant, contributing 58.1% of total explained variance.

Third, work discipline positively and significantly influences village apparatus performance ( $t = 2.581$ ,  $p = 0.014$ ;  $R = 0.386$ ,  $R^2 = 0.149$ ). While contributing the smallest individual effect, discipline provides foundational structure for consistent service delivery.

Fourth, leadership style, motivation, and work discipline simultaneously and significantly influence village apparatus performance ( $F = 52.141$ ,  $p < 0.001$ ;  $R^2 = 0.813$ ). The three variables collectively explain 81.3% of performance variance, indicating substantial synergistic effects exceeding individual contributions.

## 5.2. Theoretical Implications

The findings advance theoretical understanding in several respects. First, the study extends self-determination theory application to village-level public administration in developing countries, confirming that motivation quality particularly autonomous motivation constitutes the primary performance determinant even in non-corporate organizational contexts. The finding that motivation accounts for 58.1% of explained performance variance aligns with meta-analytic evidence identifying motivation as the most important employee outcome predictor.

Second, the study confirms transformational leadership theory predictions in village governance contexts, demonstrating that leadership practices characterized by inspirational motivation, intellectual stimulation, and individualized consideration significantly enhance subordinate performance. The substantial leadership effect ( $R^2 = 0.567$ ) indicates that leadership quality matters substantially for village governance effectiveness.

Third, the study provides empirical evidence for the synergistic effects of leadership, motivation, and discipline, extending prior theoretical propositions regarding construct complementarity. The finding that simultaneous effects ( $R^2 = 0.813$ ) substantially exceed individual variable contributions indicates interactive mechanisms amplifying combined effects a pattern warranting further theoretical elaboration.

## 5.3. Practical Implications

The findings generate several actionable recommendations for village governance improvement:

- **Motivation Enhancement:** Given motivation's dominant performance contribution (58.1%), village governments should prioritize motivation development programs. Recommended interventions include: recognition systems acknowledging apparatus contributions; opportunities for skill development and career advancement; meaningful task assignments connecting individual efforts to community outcomes; supportive work environments fostering autonomy and competence; and fair compensation and benefit structures addressing basic needs.
- **Leadership Development:** The substantial leadership effect ( $R^2 = 0.567$ ) indicates that improving village head leadership practices can significantly enhance overall governance performance. Recommended interventions include: leadership training programs emphasizing transformational practices; mentoring systems pairing experienced with developing leaders; feedback mechanisms enabling leadership style assessment and improvement; and succession planning ensuring leadership quality continuity.
- **Discipline Systems:** While discipline contributes the smallest individual effect, its foundational role warrants continued attention. Recommended interventions include: clear and consistently enforced work regulations; fair accountability systems balancing support with consequences; regular supervision providing guidance and correction; and positive reinforcement recognizing disciplined behavior.
- **Integrated Approaches:** The synergistic effects among variables suggest that comprehensive rather than single-factor interventions will produce optimal results. Village governments should develop integrated human resource development strategies addressing leadership, motivation, and discipline simultaneously rather than sequentially.

## 5.4. Limitations and Future Research

This study acknowledges several limitations that suggest future research directions:

- **Sample Scope:** The study examined a single village with 40 respondents, limiting generalizability to broader village governance contexts. Future research should employ multi-village sampling across diverse geographic, demographic, and administrative contexts to enhance external validity and enable comparative analysis.
- **Cross-Sectional Design:** The cross-sectional approach limits causal inference regarding variable relationships. Future research should employ longitudinal or experimental designs enabling temporal dynamics examination and causal mechanism testing.
- **Unmeasured Variables:** The 18.7% unexplained performance variance indicates additional influential factors beyond examined variables. Future research should incorporate organizational culture, work environment, training and development, compensation, and individual competency variables to achieve more comprehensive performance explanation.
- **Measurement Approaches:** Self-report measures may be subject to social desirability bias and common method variance. Future research should incorporate objective performance indicators, supervisor ratings, and multi-source assessments to enhance measurement validity.
- **Mechanism Specification:** While the study establishes variable relationships, the specific mechanisms through which leadership, motivation, and discipline influence performance remain underspecified. Future research should employ mediation analysis to test theoretical mechanisms and identify intervention targets.

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## Informed Consent

The authors have obtained informed consent from all participants. All respondents were briefed on research purposes and their right to decline participation or withdraw at any time without consequence.

## Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript.

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## AUTHOR CONTRIBUTIONS

**Aloysius Antoin Kobesi:** Conceptualization, literature review, research design, data collection, data analysis, original draft writing, revision and final approval.

**Aquidowaris Manek:** Hypothesis development, data collection assistance, statistical analysis support, manuscript review and editing.

**Yeremias Lake:** Project supervision, theoretical framework guidance, critical review of analysis, final approval of manuscript.