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THE INFLUENCE OF LEADERSHIP, WORK FACILITIES AND WORK MOTIVATION ON VILLAGE OFFICE PERFORMANCE IN TEBO ULU DISTRICT, JAMBI PROVINCE

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ABSTRACT

This study aims to analyze the influence of leadership, work facilities, and work motivation on the performance of village officials in Tebo Ulu District, Jambi Province. The method used is quantitative with a multiple linear regression approach. The results of the analysis show that all independent variables have a significant effect on the dependent variable. The significance value of each variable, namely leadership, is 0.028, work facilities is 0.037, and work motivation is 0.023, all of which are below the threshold of 0.05. The regression coefficient for leadership is 0.198, work facilities is 0.213, and work motivation is 0.196, indicating a positive direction of influence. The multicollinearity test produces a VIF value below 10 and a tolerance above 0.1 for all variables (VIF leadership = 2.663; work facilities = 1.824; work motivation = 2.021), which indicates no multicollinearity. In addition, no symptoms of heteroscedasticity were found because the residual significance value is greater than 0.05. These findings reinforce the idea that effective leadership, adequate work facilities, and high work motivation are key determinants of village apparatus performance. This research offers practical implications for strengthening village governance through targeted managerial interventions.

Keywords : Leadership, Facilities, Motivation, Village Apparatus Performance.

INTRODUCTION

A village is a legal community entity that has territorial boundaries and the authority to regulate and manage the interests of the local community based on initiatives, ancestral rights, and traditional values recognized in the government system of the Unitary State of the Republic of Indonesia (Law No. 6 of 2014, Article 1 Paragraph 1). In carrying out these functions, village officials play a crucial role as technical and administrative implementers in supporting the village head in running the government. The performance of village officials is one indicator of successful governance at the local level (Eka & Ismiyati, 2020), and therefore, their capacity, commitment, and productivity are crucial (Amrulloh & Pramusinto, 2017).

Tebo Ulu District in Tebo Regency, Jambi Province, has geographic and ecological characteristics that support the agricultural and plantation sectors, with a humid tropical climate and relatively fertile soil structure. This potential can only be optimized if supported by a well-performing village government, particularly in terms of public services and local resource management. However, field observations have identified a number of performance issues in village officials, including weak oversight by the village head, a lack of adequate work facilities, and low motivation in carrying out daily tasks.

Work facilities in several villages were observed to be in poor condition; some office equipment was outdated, not all devices were computer-capable, and files and documents were even stored under desks due to a lack of storage cabinets. Furthermore, work motivation also showed worrying symptoms, including poor time discipline, a lack of non-material incentives such as praise or recognition, and the absence of a performance reward system. These issues indicate the need for a more in-depth scientific study to simultaneously and systematically understand the factors influencing village officials' performance.

Several previous studies have found significant differences in the influence of leadership, work facilities, and motivation on performance. Jafar et al. (2023) found that leadership positively impacts employee performance, but motivation has no significant effect. Hamdi Mustofa and Isma (2024) stated that work facilities and motivation significantly influence the performance of village officials in Sumay District. Conversely, Anita et al. (2022) concluded that work facilities have no effect on employee performance in Bawang Village, while work motivation has a positive effect. Furthermore, Febriani and Justine (2022) stated that leadership and motivation do not impact employee performance in certain sectors. These differing findings create an important research gap that deserves further exploration, particularly in different social and geographic contexts such as Tebo Ulu District.

The urgency of this research is based on the importance of improving the quality of village government services by optimizing internal factors that support the performance of village officials. In the context of village autonomy, aspects such as the leadership style of the village head, the availability of representative work facilities, and the level of motivation of village officials are fundamental and interrelated elements. The scientific novelty of this research lies in its approach, which examines the simultaneous influence of three main variables—leadership, work facilities, and work motivation—in a single empirical model based on primary data in a relatively under-researched rural area of Sumatra. Furthermore, the unique local context of Tebo Ulu District from a socio-economic and ecological perspective provides added value in expanding the scope of literature and practices of human resource management in village government. Thus, this research is expected to provide theoretical contributions to the development of public management and human resources science, while also generating applicable policy recommendations for strengthening the capacity of village governments in Indonesia.

Based on the background and problems that have been described, the problem formulation in this research is as follows:

1. Does leadership have a significant influence on the performance of village officials in Tebo Ulu District, Jambi Province?
2. Do work facilities have a significant influence on the performance of village officials in Tebo Ulu District, Jambi Province?
3. Does work motivation have a significant influence on the performance of village officials in Tebo Ulu District, Jambi Province?
4. Do leadership, work facilities, and work motivation simultaneously influence the performance of village officials in Tebo Ulu District, Jambi Province?

LITERATURE REVIEW

Village apparatus performance represents the extent to which individuals or groups within the village government structure are able to carry out their duties and responsibilities effectively

and efficiently (Robbins & Judge, 2019). In human resource management studies, several variables are believed to influence performance, including leadership, work facilities, and work motivation.

Leadership

The village head's leadership style plays a crucial role in shaping work culture, facilitating two-way communication, and providing clear direction and oversight. Transformational leadership, for example, can encourage subordinate engagement through inspiration, role modeling, and individual support (Yukl, 2013). Effective leaders can create a conducive work environment and strengthen the commitment of village officials to their work.

Work Facilities

Work facilities include supporting infrastructure such as offices, equipment, administrative supplies, and technology. Adequate facilities can increase work efficiency, reduce physical workload, and create comfort in carrying out tasks (Hasibuan, 2017). Conversely, a lack of facilities can be a significant obstacle to achieving work targets.

Work motivation

Work motivation is an internal or external drive that influences an individual's enthusiasm, persistence, and orientation in completing their work. Herzberg's (2008) motivation theory divides motivators into two: intrinsic factors (rewards, achievement, responsibility) and extrinsic factors (salary, working conditions, job security). High levels of motivation drive employees to achieve, while low levels impact productivity and work discipline.

RESEARCH METHODS

This study uses a quantitative approach with a causal associative research type, which aims to determine the influence of leadership variables, work facilities, and work motivation on the performance of village officials in Tebo Ulu District, both partially and simultaneously. The location of the study was carried out in Tebo Ulu District, Tebo Regency, Jambi Province, with the implementation time in the month of [insert month] in 2025, which includes the preparation stage, data collection, analysis, and preparation of the final report.

The population in this study was all village officials actively serving in the Tebo Ulu District, comprising 16 villages and 75 village officials. Because the population size was relatively limited and could be reached in its entirety, the sampling technique used was saturated or census sampling, where the entire population was used as the research sample. Thus, this study is expected to provide a comprehensive and representative description of the situation.

The variables in this study consist of independent variables, namely leadership (X_1), work facilities (X_2), and work motivation (X_3), and the dependent variable, namely village apparatus performance (Y). Data collection techniques were carried out using a closed-ended questionnaire compiled based on a five-point Likert scale, which measures the extent to which respondents agree with statements related to each variable indicator. In addition, secondary data was obtained from documentation, official reports, and other supporting literature.

The questionnaire instrument in this study was developed based on theoretical indicators for each variable. For the leadership variable, indicators used included the ability to provide direction, role model, open communication, and the ability to inspire. Work facilities were measured through indicators such as the completeness of office equipment, the physical

condition of the workspace, the availability of technology, and ease of access to information. Work motivation was measured through the drive to achieve, recognition, job satisfaction, and social support. Meanwhile, village apparatus performance was measured through punctuality, quality of work results, responsibility, and the ability to work together. Prior to use, the instrument was tested for validity and reliability using Pearson correlation and Cronbach's Alpha tests to ensure measurement feasibility.

The collected data was analyzed using multiple linear regression analysis techniques to determine the simultaneous and partial effects of the independent variables on the dependent variable. The regression equation used in this study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

where Y is the performance of village officials, X₁ is leadership, X₂ is work facilities, X₃ is work motivation, β_0 is a constant, β_1 - β_3 is the regression coefficient, and ϵ is the error term.

Prior to conducting the regression test, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. Statistical significance tests were then performed, including a t-test to determine partial effects, an F-test to determine simultaneous effects, and a coefficient of determination (R²) test to determine the contribution of the independent variables to the dependent variable. All data processing was performed using SPSS version [custom] or other statistical software.

RESEARCH RESULTS AND DISCUSSION

Tebo Ulu District is an administrative area located in the northern part of Tebo Regency, Jambi Province. It is approximately 25.5 kilometers from the regency government center (Central Tebo) and covers an area of 410.30 km², comprising 16 villages. The majority of its population relies on agriculture for its livelihood.

Validity testing in this study used SPSS version 22 software. The analysis results showed that each item in the instrument had a significance value below 0.05, which means all statements used were valid. Next, reliability was tested to determine the consistency of the questionnaire measurement instrument. Adequate reliability is achieved when the Cronbach's Alpha coefficient value is greater than or equal to 0.60 (Priyatno, 2017:79).

Reliability

Table 1.1 1Test Results

No.	Variables	Cronbach's Alpha	Information
1.	Leadership (X1)	0.875	Reliable
2.	Work Facilities (X2)	0.841	Reliable
3.	Work Motivation (X3)	0.740	Reliable
4.	Village Apparatus Performance (Y)	0.783	Reliable

Source: Primary Data, 2025 (processed)

The results show that all variables showed Cronbach's Alpha values above the minimum limit of 0.60, indicating that this research instrument has good and stable reliability.

Normality testing was performed using the Kolmogorov-Smirnov (KS) method, which is classified as a non-parametric test. Based on the interpretation of the significance value, data are considered normally distributed if the significance value is greater than 0.05.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2. 54607437
Most Extreme Differences	Absolute	.087
	Positive	.086
	Negative	-.085
Test Statistics		.085
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The test results showed a significance value of 0.200, which exceeds the threshold of 0.05. Thus, the data is normally distributed. To detect the possibility of multicollinearity in the regression model, VIF (Variance Inflation Factor) and Tolerance analysis were used. Multicollinearity was not found if the VIF <10 and the Tolerance value >0.1.

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	6,532	2,641		2,214	.043		
Leadership	.198	.076	.336	2,461	.028	.437	2,663
Work Facilities	.213	.100	.228	2,022	.037	.485	1,824
Work motivation	.196	.071	.307	2,586	.023	.368	2,021

a. Dependent Variable: Village Apparatus Performance

The results of the multiple linear regression analysis in this study indicate that the three independent variables—leadership, work facilities, and work motivation—significantly influence the performance of village officials. Both simultaneously and partially, all three contribute positively to improving the performance of village government officials. The regression model used has been tested and proven free from symptoms of multicollinearity

(VIF <10, tolerance >0.1) and heteroscedasticity (residual significance >0.05), making it suitable as a basis for policymaking.

The Influence of Leadership on Village Apparatus Performance

Leadership has been shown to have a significant influence on village apparatus performance, with a significance value of 0.028 ($p < 0.05$). Effective, visionary, communicative leaders capable of carrying out managerial functions such as direction, empowerment, and strategic policy-making can create a conducive and productive work climate. This aligns with the concept of transformational leadership according to Bass and Avolio (1994), who state that inspirational leaders are able to motivate their subordinates to exceed work expectations.

Previous research, such as that conducted by Dewita and Amdanata (2023), Prasetya and Nugroho (2023), and Sihombing and Hartati (2024), supports these findings by stating that participatory, visionary, and service-oriented leadership plays a significant role in improving the performance of village officials. Therefore, developing leadership competencies, both technical and interpersonal, is a crucial strategy for optimizing public services at the local level.

The Influence of Work Facilities on Village Apparatus Performance

The work facilities variable also showed a significant influence on village apparatus performance, with a significance value of 0.037 ($p < 0.05$). Adequate work facilities, such as computer equipment, technological infrastructure, ergonomic workspaces, and supporting documents, facilitate smooth task execution and increase operational efficiency.

This finding can be explained by Herzberg's (1959) two-factor theory, which states that work facilities are hygiene factors, namely factors that influence job comfort and satisfaction. Studies by Hamdi and Isma (2024), Hasibuan et al. (2022), and Rachman and Yuliana (2023) also show that the presence of good work facilities directly impacts the productivity, service quality, and professionalism of village officials.

The Influence of Work Motivation on Village Apparatus Performance

Work motivation significantly influences village official performance, with a significance value of 0.023 ($p < 0.05$). Motivated village officials demonstrate high commitment, work ethic, and responsibility in carrying out their duties. According to McClelland's (1961) need theory, motivation is influenced by three primary needs: achievement, affiliation, and power.

These findings are supported by studies by Anita et al. (2022), Lestari and Putra (2024), and Handayani and Saputra (2023), which show that work motivation plays a key role in driving performance, even mediating the relationship between leadership and employee performance. High motivation is also closely linked to recognition, career development, and involvement in the decision-making process.

CONCLUSION

Based on the results of the data analysis and discussion that has been conducted, this study concludes that the variables of leadership, work facilities, and work motivation have a significant influence on the performance of village officials in Tebo Ulu District, Jambi Province. Effective leadership carried out by the village head, through a communicative approach and appropriate coaching, contributes significantly to improving the discipline and productivity of village officials. Adequate work facilities have also been proven to provide support for the smooth implementation of the duties and responsibilities of village officials, especially in terms of work efficiency. In addition, work motivation is an important factor that encourages village officials to work more optimally, where high motivation reflects a sense of

responsibility, consistency, and commitment to the tasks carried out. Overall, these three variables show a real and positive influence in encouraging improved performance of village government officials.

SUGGESTION

Based on the results of this study, it is recommended that sub-district and village governments pay more attention to leadership aspects, particularly in terms of coaching, providing direction, and effective communication between village heads and their staff. Furthermore, continuous procurement and improvement of work facilities are necessary to create a work environment that supports productivity. Regarding work motivation, village governments are expected to implement a fair reward system and pay attention to the welfare of village officials, such as timely payment of honorariums and providing incentives for good performance, to encourage higher work morale.

PRACTICAL IMPLICATIONS

The findings of this study provide contributions that can be directly implemented in the management of village human resources. Local governments can use these results as a basis for formulating policies for developing the capacity of village officials, including leadership and work management training (Strengthening leadership capacity and competency; Investment in the provision and maintenance of supportive work facilities; Implementation of incentive systems and motivation-based performance management). Furthermore, village budget planning can also be directed to improving infrastructure and work facilities, which have been obstacles to improving the performance of village officials. Strengthening leadership capacity and competency; Investment in the provision and maintenance of supportive work facilities; Implementation of incentive systems and motivation-based performance management. In the long term, the results of this study can serve as a reference for efforts to improve village governance to be more effective, efficient, and responsive to community needs.

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