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THE INFLUENCE OF VILLAGE HEAD'S LEADERSHIP STYLE ON VILLAGE DEVELOPMENT PERFORMANCE

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ABSTRACT

The organization achievement is influenced by its employees' performance that the leader always spur the quality performance of his employees by leadership style.Therefore it is necessary to conduct research on the influence of the village head's leadership style on the village development performance at Mlokorejo Village, Puger District, Jember Regency. This study aims to test and analyze partially or simultaneously the influence of the village head's leadership style on development performance. The explanatory research type is used in this reaserch to examine whether there is a pattern of relationships between two or more variables. Technique of sampling with population method used 50 villages aparatus of Mlokorejo as respondents. The data analysis shows that the Autocratic, Democratic, and Laisses-Faire leadership style simultaneously have a significant effect on the village development performance. Whereas based on the partial test (t test), only the Laisses-Faire leadership style had a significant effect on village development performance, while the autocratic and the democratic leadership style had a partially insignificant effect on the dependent variable of village development performance. It was also shown that the Laisses-Faire leadership style variable (X3) had the most influence on the dependent variable of village development performance (Y).

Keywords: Leadership Style, Village Development Performance

INTRODUCTION

The organization of human resources (SDM) are very important so that organizational leaders must pay attention to it. In the study of management science, human resource management (HR) is known as Human Resource Management (MSDM). Human Resource Management (MSDM) is based on a concept that every employee is a human being not a machine and not just an organizational business resource. The organization objective can be

achieved not only depending on modern equipment, good facilities and good infrastructure, but also depending on the human resources (HR) that carry out the work. The organization achievements are greatly influenced by the individual performance of its employees. Every organization leader must always spur his employees performance in the hope of being able to achieve harmony in every part of the organization's tasks to achieve the expected goals.

The definition of performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in achieving organizational goals legally, not violating the law, and in accordance with morals and ethics (Hidayah, 2016). Some employee work results are influenced by several factors, namely internal factors and external factors. According to Rorimpandey (2013), leadership style is a comprehensive pattern of actions of a leader both visible and invisible to his employee, which will show directly about the leader's belief in the abilities of his employee. Theoretically, there are three different types of leadership styles, namely autocratic, democratic or participatory and lainsez-faire. From the those styles, according to the researcher's observations and based on the field conditions, the most dominant leadership style among the other leadership styles is the Head of Mlokorejo Village, Puger District, Jember Regency is the democratic leadership style.

The democratic leadership style of the head of Mlokorejo Village is shown by several things. One of them is in decision-making of village government which is left to the forum mechanism while still controlling or taking part in every decision-making. Participation or taking part from the head of Mlokorejo Village is in the form of providing suggestions and solution in every meeting forum. The success of development performance that is pursued through the implementation of regional autonomy can be realized if the services provided are in accordance with service standards. One of the problems that people often complain is about service time. Around two weeks for society service time is too long for the society, even though the length of the service is based on the standard time for public services stipulated in Law Number 25 of 2009 concerning Public Services.

Those description shows that there are interrelated problems, namely the issue of public service performance in particular and leadership style as a influenced factor. Based on the background that has been described by the researcher, it is necessary to conduct a special study in the scope of the Mlokorejo Village government which is seen from the perspective of leadership style. Therefore, the researchers in this study took the title "The influence of villlage head’s leadership style on village development performance" with a case study of Mlokorejo Village, Puger District, Jember Regency in 2020.

RESEARCH METHOD

This research was conducted in Mlokorejo Village, Puger District, Jember Regency. The time of this research was carried out for three months, namely from November to January 2020.

Population and Sample

According to Arikunto (2006:134) what is meant by population is the entire research subject. If someone wants all the elements that exist in the research area, then the research is a population study. The total number of village officials in Mlokorejo, Puger District, Jember Regency.

According to Sugiyono, the sample is part of the number and characteristics possessed by the population. If the population is large, and the researcher is not able to study everything in the population, for example due to limited funds, manpower and time, the researcher will take a sample from that population. What is learned from the sample, the conclusions will be applied to the population. For this reason, samples taken from the population must be truly representative (Sugiyono, 2015: 81).

In this study, the analysis will be carried out with multivariate (correlation or multiple regression), then the number of sample members is at least 10 times. The number of variables used in this study were 3 variables, so the sample in this study was 10 x 3, the variables studied were 30 people. The Nonprobability Sampling technique with the Quota Sampling technique is used in this research, which is a technique to determine samples from the population that have certain characteristics to the desired number (quota) (Sugiyono, 2015:85). The Quota Sampling technique is carried out by setting a certain number as a target that must be met in sampling from the population, then with this amount the researcher takes a sample randomly as long as it meets the requirements as a sample from the population. This method was taken because the number of respondents had met the data. Therefore, the selected sample is deliberately determined based on certain criteria that have been determined by the researcher to get a representative sample.

The criteria of respondents who were used as samples in this study were as follows:

1. Employees with senior high school as minimum education level.
2. Have a working period of at least 3 years at the Mlokorejo Village Office, Puger District, Jember Regency.

RESULT ANALISIS

Validity test aims to determine the extent of the validity of an instrument. In this study, the validity test uses data which is the answer from 50 respondents through a questionnaire. The questionnaire is said to be valid if $r_{count} > r_{table}$. The questionnaires were distributed to 50 respondents that employee of Mlokorejo Village, Puger District, Jember Regency, then the results of the 50 respondents retested with r table value at a significant level (α) of 0.05%, which is 0.279 so that the questionnaire can really be valid so that it can measure what is to be measured and can reveal data from the variables in this study. The results of the validity test are presented in table 1 below:

Table 1. Result of Validity Test

Variabel	Questiori items	r count	r table	Statement
Autocratic Leadership Style (X1)	X1.1	0,772	0,279	Valid
	X1.2	0,826		Valid
	X1.3	0,792		Valid
Democratic Leadership Style (X2)	X2.1	0,692		Valid
	X2.2	0,852		Valid
	X2.3	0,680		Valid
Laissez-Faire Leadership Style(X3)	X3.1	0,792		Valid
	X3.2	0,761		Valid
	X3.3	0,828		Valid
Development Performance (Y)	Y1.1	0,719		Valid
	Y1.2	0,576		Valid
	Y1.3	0,678		Valid
	Y1.4	0,698		Valid
	Y1.5	0,726		Valid
	Y1.6	0,721		Valid
	Y1.7	0,621		Valid
	Y1.8	0,628		Valid

Source: Processed Primary Data

From the table above, it can be seen that all instruments have a calculated r value greater than the r table value of 0.279. Based on the validity test criteria, if r count is greater than r table, it means that the instrument has met the validity criteria so that it can be stated that the statement items in the research instrument (questionnaire) are valid so that they are suitable for use in data collection.

Table 2. Realibility Test

Cronbach's Alpha	N of Items
.745	17

Source: Processed Primary Data

Based on table 2 above, it can be seen that the value of 0.745 is greater than the critical reliability value of 0.60, so it can be concluded that all statements in the questionnaire on the statement items are reliable.

Normality test

The Kolmogorov Smirnov (K-S) test was used in the normality test of the data for this study. The provisions of the Kolmogorov Smirnov (K-S) test are that if the significant level (asymp sig 2-tailed) of the research variable is greater than 0.05, then the data is normally distributed. On the other hand, if the significance level (asymp sig 2-tailed) of the research variable is less than 0.05, the data is not normally distributed. The results of the reliability test are presented in the following table:

Table 3 Normality Test Results

		X1	X2	X3	Y
N		50	50	50	50
Normal Parameters[a]	Mean	12.04	12.42	12.18	32.08
	Std. Deviation	1.807	1.751	1.924	4.237
Most Extreme Differences	Absolute	.151	.157	.143	.074
	Positive	.129	.151	.095	.074
	Negative	-.151	-.157	-.143	-.072
Kolmogorov-Smirnov Z		1.069	1.107	1.009	.524
Asymp. Sig. (2-tailed)		.203	.172	.260	.947

Source: Processed Primary Data

Based on the output table above, the significance value (asymp sig 2-tailed) is obtained. Each variable has a significance value of more than 0.05. X1 variable is 0.203, X2 variable is 0.172, X3 variable is 0.260 and Y variable is 0.947. Then the data is normally distributed because the significance value is more than 0.05 and vice versa if the resulting significance value is less than 0.05, it can be concluded that the data being tested is not normally distributed.

Multicollinearity Test

The existence of multicollinearity is a violation of the classical assumption, because it caused OLS thinking cannot be determined (intermediate) and the variance and standard error are infinite. To detect the symptoms of multicollinearity can be done through the value of R^2, F and R^2 test values (Suprapto, 1983: 20). Multicollinearity occurs when the R^2 value is high, but none or very few partial regression coefficients are individually statistically significant on the basis of the conventional t-test (Gujarati, 1991: 166). In addition, to test the existence of

multicollinearity, it can be seen from the value of VIF (Variance Inflation Factor). If the VIF value is greater than 10, then the variable has a multicollinearity problem with other independent variables. The calculation results show a significant F value (significance F = 0.000), a high R^2 value = 0.674. The results of the multicollinearity test can be seen in table 3 below:

Table 4 Multicollinearity Test Results

Independen Variable	VIF	Conclussion
Autocratic Leadership Style (X1)	1.776	Multicollinearity does not occur
Democratic Leadership Style (X2)	1.694	Multicollinearity does not occur
Laissez-Faire Leadership Style (X3)	1.092	Multicollinearity does not occur

Source: Processed Primary Data

Based on the table above, it is shown that there is no multicollinearity between the independent variables. This can be seen from the VIF value of each independent variable is less than 10.

Autocorrelation Test

The autocorrelation test aims to determine whether there is a correlation between the data in the observation variables or the linear error relationship in the observations made. The results of the autocorrelation test using the Durbin Watson test (DW Test) are presented in table 4.8 below:

Table 5 Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.833[a]	.694	.674	2.417	2.143

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: Processed Primary Data

After obtaining the output value of Durbin Watson (d) of 2.143, then the values of dL and dU are determined. By using a degree of error of 0.05, the sample tested was 50 respondents and 3 independent variables (excluding the dependent variable), then the dL value was 1.4206 and the dU value was 1.6739. The decision-making criteria are based on the Durbin Watson test table below:

Table 6 Durbin Watson Test Table

Value	Statement
$0 < d < dL$	Positive Autocorrelation
$dl \leq d \leq dU$	Cannot Be Concluded
$4\text{-}dL < d < 4$	Negative Autocorrelation
$4\text{-}dU \leq d \leq 4\text{-}dL$	Cannot Be Concluded
$dU < d < 4\text{-}dL$	No Autocorrelation

Source: Imam Ghazali (2011)

From the table above, it is known that the value of $dU < d < 4\text{-}dL$ is $1.6739 < 2.143 < 2.5794$, so it can be concluded that in the research model there are no symptoms of autocorrelation or observational variables do not have a correlation between one another.

Multiple Linear Regression Test

The research analysis conducted by 50 respondents will be able to explain the effect of the independent variable on the dependent variable. The factors identified as variables in this study are the dependent variable is development performance (Y) and the independent variable is autocratic leadership style (X1), democratic leadership style (X2), Laisses-Faire leadership style (X3). The results of multiple linear regression can be seen in the table below:

Table 7 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.767	4.007		2.437	.019
	X1	-.221	.255	-.094	-.867	.391
	X2	.237	.257	.098	.921	.362
	X3	1.809	.188	.821	9.644	.000

Source: Processed Primary Data

Based on the results of the calculations above, the multiple linear regression equation is: Y = 9.767 – 0.221 X1 + 0.237 X2 +1.809 X3

The explanation of the multiple linear regression equation above is as follows:

1. Positive Constant Value.
   The constant value is positive, indicating that if there is no autocratic leadership style (X1), democratic leadership style (X2), Laisses-Faire leadership style (X3) then the development performance (Y) in Mlokorejo Village, Puger District, Jember Regency has shown very good performance. both effectively and efficiently to the village.
2. Coefficient Value of Autocratic Leadership Style (X1) Negative.
   The autocratic leadership style coefficient (X1) is negative, indicating that if the autocratic leadership style variable decreases, development performance will increase.
3. The value of the Coefficient of Democratic Leadership style (X2) is positive.
   The value of the democratic leadership style coefficient (X2) is positive indicating that if the democratic leadership style variable increases, the development performance will increase.
4. The value of the Laisses-Faire Leadership Style Coefficient (X3) is positive.
5. The value of the Laisses-Faire leadership style coefficient (X3) is positive indicating that if the Laisses-Faire leadership style variable increases, the development performance will increase.

Coefficient of Determination (R^2)

The correlation coefficient of determination (Adjusted R^2) is used to determine the contribution of the coefficient between the independent variables autocratic leadership style (X1), democratic leadership style (X2), Laisses-Faire leadership style (X3) on the dependent variable development performance (Y). The results of the calculation of Adjusted R^2 can be seen in the table below:

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833[a]	.694	.674	2.417

Source: Processed Primary Data

Based on the table above, the R number is 0.833. According to Siregar (2014:337) there are criteria for the level of correlation and the strength of the relationship that can conclude the strength of the relationship between the independent variable and the dependent variable as described in the following table:

Table 9 Criteria for Correlation Level and Relationship Strength

Correlation Score (R)	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Enough
0,60 – 0,799	Strong
0,80 – 0,100	Very Strong

Source: Siregar, 2014

So it can be concluded that the R value of 0.833 indicates a correlation value with a strong relationship level of the independent variables autocratic leadership style (X1), democratic leadership style (X2), Laisses-Faire leadership style (X3) on the dependent variable development performance (Y). Furthermore, the value of the coefficient of determination (adjusted R square) shows a result of 0.674 or 67.4%, which means that this value explains that the percentage contribution of the influence of the independent variables Autocratic Leadership Style, Democratic Leadership Style and Laisez - Faire Leadership Style on the dependent variable Development performance used in this study amounted to 67.4% while the remaining 32.6% was influenced by other variables not discussed in this study.

F test

This test is used to determine the extent of the simultaneous influence between the independent variables on the dependent variable. As for the test results, The hypothesis using the F test is shown below in the table:

Table 10. Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	610.851	3	203.617	34.841	.000[a]
	Residual	268.829	46	5.844		
	Total	879.680	49			

Source: Processed Primary Data

Based on the results of the F test above, it can be seen that the significance value shows a result of 0.000, meaning that the value is smaller than the predetermined significance value of 0.05 (0.000 <0.05) so it can be concluded that the independent variable is autocratic leadership style (X1), democratic leadership style (X2), Laisses-Faire leadership style (X3) have a simultaneous effect on the dependent variable of development performance (Y).

INTERPRETATION

In addition, it is necessary to pay attention to the magnitude of the regression coefficient that reflects the role of each independent variable on the dependent variable if it is assumed that other independent variables are considered constant. The regression coefficient

shows the magnitude of the change in the dependent variable caused by an increase or decrease in the independent variable.

These results indicate that the regression coefficient for the autocratic leadership style variable (X1) on development performance is 0.221. It means that the autocratic leadership style variable on development performance is added by 10 units, it will result in an increase of 22.1 units of development performance for the head of Mlokorejo Village. On the other hand, if there is a reduction of 10 units in the autocratic leadership variable on development performance, it will result in a decrease of 22.1 units in the development performance of the head Mlokorejo village. The assumption used is the other independent variables are considered constant or zero. So it can be concluded that the autocratic leadership style variable has no significant effect on the development performance of the mlokorejo village. This study rejects the results of research from Aisia (2017) and Irene Dwi.P (2018) that autocratic leadership style has a significant effect.

The regression coefficient for the Democratic Leadership style variable (X2) on development performance is 0.237. It means that the Democratic leadership style variable (X2) on development performance is added by 10 units, it will result in an increase of 23.7 units of development performance for the head of Mlokorejo Village. Conversely, if there is a reduction of 10 units in the Democratic leadership variable (X2) on development performance, it will result in a decrease of 23.7 units of development performance for the head of Mlokorejo Village. The assumption used is the other independent variables are considered constant or zero. So it can be concluded that the democratic leadership style variable (X2) has no significant effect on the development performance of the mlokorejo village. This study rejects the results of research from Gunawan (2015) that democratic leadership style has a significant effect on employee performance. And rejecting the results of research from Aras (2013) and Citra L.T, Bendhard Jantje L (2014) That Leadership Style has a positive effect on public services.

The regression coefficient for the Laisses-Faire Leadership style variable (X3) on development performance is 1.809. This means that the Laisses-Faire (X3) leadership style variable on development performance is added by 10 units, it will result in an increase of 180.9 units of development performance for the head of Mlokorejo Village. On the other hand, if there is a reduction of 10 units in the Laisses-Faire leadership variable (X3) on development performance, it will result in a decrease of 180.9 units in the development performance of the head of Mlokorejo Village. The assumption used is the other independent variables are considered constant or zero. So it can be concluded that the laisses-faire leadership style variable partially affects the development of the mlokorejo village significantly. These results support the research by Gunawan (2015) who conducted a study entitled the influence of leadership style on employee performance at PT. Garudafood sons and daughters of jaya Jakarta. This study used a simple linear regression analysis method. The results of this study indicated that laisses-faire development performance has a positive effect on employee performance.

CONCLUSION

Based on the analysis results and discussion described in the previous chapter, the following conclusions can be drawn:

1. Based on the simultaneous test (Test F) the variables of autocratic leadership style (X1), democratic leadership style (X2), Laisses-Faire leadership style (X3) simultaneously have a significant effect on village development performance variables (Y) in the government area of Mlokorejo Village, Puger District, Jember Regency.

2. Based on the partial test (t test) the Laisses-Faire leadership style variable (X3) has a significant effect on the village development performance variable (Y) in the government area of Mlokorejo Village, Puger District, Jember Regency. While the variables of autocratic leadership style (X1) and democratic leadership style (X2), partially have no significant effect on the dependent variable of village development performance (Y) in the government area of Mlokorejo Village, Puger District, Jember Regency.
3. Based on the data analysis, it shows that the Laisses-Faire leadership style variable (X3) has the greatest influence on the dependent variable of village development performance (Y) in the government area of Mlokorejo Village, Puger District, Jember Regency.

IMPLICATION

Implication is a logical consequence of the conclusion of the study. Based on the conclusions in this study, there are several recommendations and follow-up actions that must be carried out. This study shows that the leadership style which consists of autocratic, free democratic leadership has a significant effect on the performance of village development in the government area of Mlokorejo village, Puger district, Jember Regency. This implies that in the future, Mlokorejo Village, Puger district, Jember Regency, must improve the leadership style model of the Mlokorejo village head, which is hoped by the society a person or leader that is able to identify personal goals with organizational goals. Pay more attention to organizational goals and not depending on power in approaching to the society along with accept criticism, suggestions and prioritize cooperation with the society.

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