

# THE INFLUENCE OF LEADERSHIP, COMMUNICATION, AND MOTIVATION ON THE PERFORMANCE OF VILLAGE OFFICIALS IN KONGBENG DISTRICT, EAST KUTAI REGENCY

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## Abstract

This study aims to determine and analyze the influence of leadership, communication, and motivation on the performance of village officials in Kongbeng District, East Kutai Regency, both partially and simultaneously. This research employed a quantitative approach using survey and observation methods. Data were collected through questionnaires, and responses were calculated based on the total and average scores of each indicator. The study applied a saturated sampling technique, resulting in a sample of 60 respondents. The regression analysis results indicate that leadership, communication, and motivation affect the performance of village officials in Kongbeng District with the following regression equation:  $Y = 0.783 + 0.156X_1 + 0.444X_2 + 0.255X_3 + e$ . The constant value is 0.783, with coefficients  $\beta_1 = 0.156$ ,  $\beta_2 = 0.444$ , and  $\beta_3 = 0.255$ . The correlation coefficient (R) is 0.801, while the coefficient of determination ( $R^2$ ) is 0.642, suggesting that leadership, communication, and motivation account for 64.2% of the variation in performance, while the remaining 35.8% is influenced by other factors not examined in this study. The F-test results show that F calculated = 34.045 is greater than F table = 2.76, indicating that leadership, communication, and motivation simultaneously have a significant effect on performance. Among the variables, communication exerts the strongest influence on performance, as it has the highest t-value. The findings provide practical and theoretical evaluation for higher education institutions, local government, and the Kongbeng District administration of East Kutai Regency. To the best of the researcher's knowledge, no prior studies have specifically analyzed the influence of leadership, communication, and motivation on the performance of village officials in Kongbeng District, East Kutai Regency.

**Keywords:** Leadership, Communication, Motivation, Village Officials' Performance

## 1. Introduction

A village is a territory where the inhabitants know each other, live cooperatively, share common traditions and norms, and have their own system of regulating social life. In general, villages consist of agricultural areas, with most of the population working as farmers. Villages operate under the administration of the regency government. According to Law No. 8 of 2005, which amends Law No. 32 of 2004 concerning Regional Government, a village is defined as a legal community unit that has territorial boundaries and the authority to regulate and manage the interests of the local community, based on its origin and recognized local customs within the governance system of the Unitary State of the Republic of Indonesia.

Human beings are no longer considered merely as factors of production but rather as essential assets of organizations or governments. The effectiveness and competitiveness of an organization or government highly depend on the quality of its human resources. Theoretically, high-quality human resources within an organization or government are expected to improve the performance of village officials in providing services to the community. This can be achieved in a conducive work environment, which is influenced by appropriate leadership styles. Leadership is needed because of the inherent limitations and strengths of individuals. This creates the need for leadership, communication, and motivation in enhancing the performance of village officials.

This study observes that external factors significantly affect the performance of village officials, namely leadership, communication, and motivation. Leadership can be understood as the way a leader directs, encourages, and manages

the elements within a group or organization to achieve the desired goals, thereby optimizing the performance of village officials. Improved performance of village officials reflects the accomplishment of individual or collective work outcomes in realizing the objectives of the village government.

To support effective governance at the village level, Kongbeng District requires human resources who are competent and have integrity, so they can perform well. With the available village officials and staff, the village administration in Kongbeng District is capable of demonstrating good performance, fostered by teamwork and an organizational culture that upholds nationalism and the role of civil servants as public servants. Within the village administration, officials have opportunities to interact with one another. Effective communication is expected to strengthen relationships between village heads, secretaries, and staff, as well as between superiors and subordinates, as a manifestation of organizational culture in the governance of Kongbeng District, East Kutai Regency.

### **Theoretical Review Leadership**

Leadership is a natural development among people who unite to achieve a common goal within a group. As stated in one theory: "Some individuals in a group will lead, while the majority will follow." According to Silalahi, leadership is the willingness and ability to guide employees toward goals and work results effectively, efficiently, and productively. Similarly, Sule and Saefullah define leadership as the process of directing and influencing members in relation to the activities that must be carried out. Leadership consists of three levels:

- a. Top Management Leaders
- b. Middle Management Leaders
- c. Lower Management Leaders

Leadership style refers to the behavioral norms used by an individual when attempting to influence the behavior of others. The effort to align perceptions between the influencer and the influenced is highly important. In this context, the path-goal theory identifies four types of leadership:

- a. Directive Leadership – Subordinates clearly know what is expected of them, with specific guidance from the leader.
- b. Supportive Leadership – Leaders show genuine human concern for subordinates, being approachable, friendly, and considerate.
- c. Participative Leadership – Leaders seek and use input from subordinates, although final decision-making remains with the leader.
- d. Achievement-Oriented Leadership – Leaders set challenging goals and encourage subordinates to perform well, instilling confidence in their ability to achieve targets.

### **Communication**

Communication is an inseparable part of human life. From waking up to going back to sleep, humans are naturally engaged in communication activities. Even at birth, a baby's first movement or cry is a form of communication with its environment. Effective communication plays a critical role in improving employee performance. It also reflects an organization's concern for the well-being and contributions of its employees.

According to Effendi, the term communication (from the Latin *communicare*, meaning "to make common") occurs when there is a shared meaning among individuals involved. Communication exists only when participants understand the same meaning regarding what is being conveyed. Pace and Faules classify communication channels into several types:

- a. Downward Communication
- b. Upward Communication
- c. Horizontal Communication
- d. Cross-Channel Communication
- e. Informal or Personal Communication

### **Motivation**

The term motivation derives from the Latin word *movere*, meaning "to move." It represents the driving force that compels individuals to take action. Motivation is often defined as a factor that stimulates behavior. According to Stanford in Mangkunegara, motivation is a condition that drives individuals toward a particular goal. McClelland's Need Theory, also known as the

Achievement Motivation Theory, identifies three primary needs:

- a. Need for Achievement – The drive to excel, measured against internal standards of excellence. Individuals with high achievement motivation continuously strive to perform better and more efficiently, often taking personal responsibility for solving problems and seeking quick feedback.
- b. Need for Affiliation – The desire to build friendly and close interpersonal relationships. Such individuals prefer cooperation, harmony, and mutual understanding over competition.
- c. Need for Power – The urge to influence or control others, take responsibility for others, and hold authority. Individuals with strong power needs often value prestige, recognition, and authority, and they enjoy managing and directing others.

The interplay of these three needs varies depending on the individual's specific circumstances, shaping their motivation and behavior.

### Performance

The term performance originates from the word to perform, which means to accomplish or execute a responsibility. Performance refers to the results or level of achievement of an individual over a certain period, measured against predetermined standards, targets, or criteria. According to Rivai, performance is a record of outcomes achieved from specific job functions or activities over a certain period. Ruky further explains that employee performance is strongly linked to organizational strategic goals, customer satisfaction, and overall economic contribution.

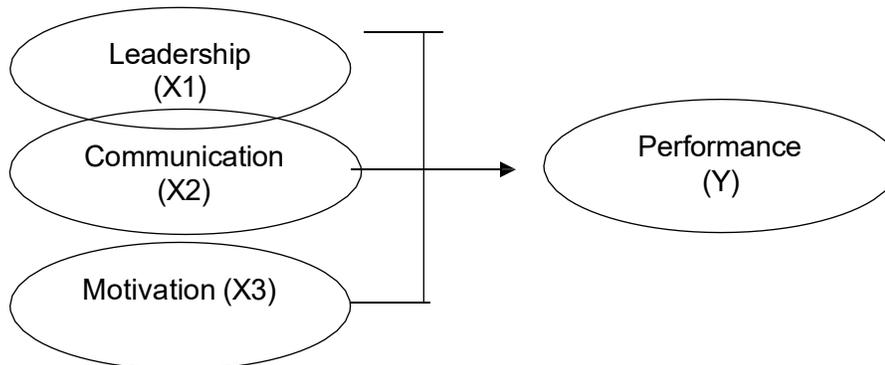
Wibowo defines performance as the quality and quantity of work achieved by an employee in carrying out tasks aligned with responsibilities. Mangkunegara views performance as the outcomes achieved by individuals or groups in completing tasks, either meeting or exceeding predetermined standards. Handoko emphasizes that performance reflects the extent to which a program, activity, or policy achieves organizational goals, missions, and visions. Prawirosentono highlights that performance is the quality and quantity of work achieved by an employee in fulfilling their given responsibilities.

According to Dessler, six general factors are commonly used to measure individual employee performance:

- a. Quality – Accuracy, precision, and acceptability of work outcomes.
- b. Productivity – Quantity and efficiency of work within a given period.
- c. Job Knowledge – Practical and technical expertise applied to work.
- d. Reliability – The extent to which employees can be trusted to complete and follow up on tasks.
- e. Availability – Punctuality, adherence to schedules, and attendance records.
- f. Independence – The ability to perform work with little or no supervision.

### Conceptual Framework

Based on the theoretical review above, the conceptual framework of this study can be illustrated as follows:



### Hypotheses

Leadership has a significant influence on the performance of village officials in Kongbeng District.

- a. Communication has a significant influence on the performance of village officials in Kongbeng District.

- b. Motivation has a significant influence on the performance of village officials in Kongbeng District.
- c. Leadership, communication, and motivation simultaneously have a significant influence on the performance of village officials in Kongbeng District.

## 2. Methods

This study employed an explanatory survey method. An explanatory survey is a type of research used to explain the relationship between two or more variables through hypothesis testing.

The survey was conducted by collecting data from the population using questionnaires as the primary data collection tool. The research was carried out on village officials across all villages in Kongbeng District, East Kutai Regency, with the objective of examining the influence of leadership, communication, and motivation on the performance of village officials.

The research design focused on examining the effects of independent variables leadership, communication, and motivation on the dependent variable, namely the performance of village officials in Kongbeng District, East Kutai Regency.

### Population And Sample

The population is defined as the generalization area consisting of objects or subjects that possess certain quantities and characteristics determined by the researcher to be studied and from which conclusions are drawn.

The population in this study comprised all village officials and staff in Kongbeng District, East Kutai Regency, totaling 61 individuals. A sample is a subset or representative portion of the population. Because the population size in this study was relatively small, the sampling technique applied was saturated sampling.

Saturated sampling refers to a sampling technique where all members of the population are included in the sample. This method is commonly applied when the population size is relatively small (fewer than 100 individuals) or when researchers aim to achieve minimal error in generalization. In other words, saturated sampling is equivalent to a census, where all population members are treated as the research sample. Accordingly, the sample in this study consisted of all 61 village officials in Kongbeng District, East Kutai Regency.

### Data Collection Techniques

The techniques used to collect data were as follows:

- a. Library Research  
Secondary data were gathered through literature studies and documentation. This included theories, lecture materials, and previous research related to the study's variables.
- b. Field Research  
Primary data were collected directly through observation and questionnaires:
  - 1) Observation – Direct observation of the village offices to examine phenomena related to the study.
  - 2) Questionnaires – Structured written questions distributed to respondents, accompanied by multiple-choice answers to capture their perceptions.

### Data Analysis Tools And Hypothesis Testing

The data analysis involved both descriptive and quantitative techniques. Descriptive analysis was used to provide systematic and logical explanations of the collected data, while quantitative analysis employed statistical methods.

The primary model applied was Multiple Linear Regression Analysis, with the following procedures:

- a. Validity Test  
This test assessed the internal consistency of each questionnaire item, ensuring that each item accurately measured the intended indicators. Item scores were correlated with total scores to determine validity.
- b. Reliability Test  
Reliability measured the stability and consistency of the questionnaire results over repeated applications. Reliability calculations were performed only on items proven valid.
- c. Classical Assumption Tests  
These tests were conducted to ensure that the multiple regression model met the assumptions of

ordinary least squares (OLS), including tests for multicollinearity, normality, and heteroscedasticity.

- d. Multiple Linear Regression Analysis The regression model applied was:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where :

- Y = Performance
- b<sub>0</sub> = Constant
- X<sub>1</sub> = Leadership
- X<sub>2</sub> = Communication
- X<sub>3</sub> = Motivation
- b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Partial regression coefficients
- e = Error Term

- e. Correlation Coefficient (R) and Coefficient of Determination (R<sup>2</sup>)

The correlation coefficient measured the strength and direction of the relationship between independent and dependent variables. The coefficient of determination indicated the extent to which independent variables explained variations in the dependent variable.

- f. Hypothesis Testing

Partial Test (t-test): To determine whether each independent variable individually influenced the dependent variable at a 5% significance level.

Simultaneous Test (F-test): To assess whether all independent variables together significantly influenced the dependent variable.

### 3. Results and Discussion

The descriptive data analysis in this study explains the responses of 61 village officials in Kongbeng District, East Kutai Regency, regarding leadership, communication, and motivation in relation to their performance. The analysis was based on the data collected through questionnaires.

#### Multiple Linear Regression Analysis

In this study, the dependent variable, Performance (Y), was influenced by three independent variables: Leadership (X<sub>1</sub>), Communication (X<sub>2</sub>), and Motivation (X<sub>3</sub>). The regression analysis aimed to determine whether these independent variables had a positive and significant effect, both partially and simultaneously, on performance.

**Table 6.** Regression Coefficients

Model	Unstandardized Coefficients		Sta Coefficien	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	,783	0,356		2,200	,002
	X1	,156	,103	,156	1,516	,005
	X2	,444	.101	,477	4,393	,000
	X3	,255	,107	,280	2,382	,001

Dependent Variable: Performance (Source : Processed primary data, 2019)

The regression equation obtained is:

$$Y = 0.783 + 0.156X_1 + 0.444X_2 + 0.255X_3 + e$$

Interpretation:

- a. Leadership (X<sub>1</sub>): β = 0.156 (positive). This indicates that leadership has a positive effect on performance. An increase in leadership quality will improve performance, assuming other variables remain constant.
- b. Communication (X<sub>2</sub>): β = 0.444 (positive). Communication has a significant positive effect on performance. Improved communication will enhance performance, assuming other variables remain constant.
- c. Motivation (X<sub>3</sub>): β = 0.255 (positive). Motivation has a significant positive effect on performance. Higher motivation among village officials increases performance, assuming other variables remain constant.

**Correlation Coefficient and Coefficient of Determination**

The coefficient of determination ( $R^2$ ) was calculated to measure how well the model explains the variation in performance.

**Table 2.** Correlation Coefficient and Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.801 <sup>a</sup>	.642	.623		0.17973

Predictors: (Constant), Leadership, Communication, and Motivation. Source : processed primary 2018

Interpretation:

$R^2 = 0.642 \rightarrow 64.2\%$  of the variation in performance is explained by leadership, communication, and motivation.

The remaining 35.8% is explained by other factors not included in the model.

**Hypothesis Testing**

Partial Test (t-test)

- a) Leadership (X1):  $t = 1.516$ , Sig. = 0.005 (< 0.05). Leadership has a positive and significant effect on performance  $\rightarrow$  Hypothesis 1 accepted.
- b) Communication (X2):  $t = 4.393$ , Sig. = 0.000 (< 0.05). Communication has a positive and significant effect on performance  $\rightarrow$  Hypothesis 2 accepted.
- c) Motivation (X3):  $t = 2.382$ , Sig. = 0.001 (< 0.05). Motivation has a positive and significant effect on performance  $\rightarrow$  Hypothesis 3 accepted.

Simultaneous Test (F-test)

The F-test was conducted to examine the joint influence of the independent variables.

**ANOVA<sup>b</sup>**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3,299	3	1.100	34.045	.000 <sup>b</sup>
	Residual	1,841	57	0.032		
	Total	5,141	60			

- a. Dependent Variable : Performance
- b. Predictors : (Constant), X3,X2,X1 Source : processed primary data, 2018

Interpretation:

F calculated = 34.045 > F table = 2.76. Sig. = 0.000 < 0.05.

This confirms that leadership, communication, and motivation simultaneously have a significant effect on performance  $\rightarrow$  Hypothesis 4 accepted.

**4. Conclusion**

Leadership, communication, and motivation simultaneously have a positive and significant influence on the performance of village officials in Kongbeng District, East Kutai Regency. Thus, the hypothesis is accepted. Respondents have a positive perception of leadership among village officials. Most respondents preferred a participative leadership style, in which all elements of the village are involved in decision-making.

Respondents also showed a positive perception of communication among village officials. This perception is influenced by their maturity and experience, as well as the ability of village officials to maintain effective communication vertically (upward and downward) and horizontally. Respondents demonstrated a positive perception of motivation among village officials. Most respondents expressed a strong desire for their village to progress, which serves as a motivating factor to improve their performance.

The results of the F-test confirm that leadership, communication, and motivation jointly influence performance. Among these variables, communication is the most dominant factor affecting the performance of village officials in Kongbeng District. factor influencing the performance of village officials.

The performance and facilities of village officials provided by the government should be further improved to enhance efficiency and effectiveness. The district government should pay more attention to the development of village officials to improve the quality of public services in Kongbeng District. Since communication has a significant positive impact on performance, it is crucial to strengthen communication practices both between leaders and subordinates, as well as among colleagues. Future researchers are encouraged to expand and refine this study, particularly in the field of Human Resource Management, to further develop scientific knowledge and practical applications.

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