

## The Effect of Leadership and Staff Competence on Staff Discipline at the Long Kali Subdistrict Office in Paser Regency

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**Abstract**

The purpose to be achieved in this study is to find out the influence of leadership and apparatus competence on apparatus discipline at the Long Kali District Office, Paser Regency. The research method used in this study is an explanatory survey. The research method used is an explanatory survey with a quantitative approach. The population consists of all 50 civil servants and non-civil servants at the Long Kali District Office, and the census method was employed, making the entire population the research sample. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS version 26. The results showed that leadership has a significant effect on work discipline (Sig. 0.008), competence has a significant effect on work discipline (Sig. 0.000), and simultaneously both variables have a significant effect on work discipline (Sig. 0.000 < 0.05). The regression model has strong predictive power with an R Square value of 0.627, meaning that 62.7% of the variation in work discipline can be explained by leadership and competence. The regression equation formed is  $\text{Work Discipline} = -35.877 + 0.355(\text{Competence}) + 0.981(\text{Leadership})$ . Leadership has a more dominant influence on work discipline compared to competence. The study concludes that improving leadership effectiveness and apparatus competence simultaneously will significantly enhance work discipline at the sub-district office, which is essential for optimizing public services at the local government level.

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### INTRODUCTION

The role of leadership in shaping the quality of the state civil apparatus (ASN) cannot be ignored, because it is the main determining factor in determining the success of bureaucratic transformation and the achievement of good governance. Effective leadership is not just about authority or position, but about the ability to build a shared vision, inspire, empower, and create a work environment conducive to optimal performance and professional integrity. As a key catalyst for positive change within government institutions, leaders have a unique capacity to transform work cultures from rigid and authoritarian-based to dynamic, transparent, and results-oriented (Junriana & Faiza, 2022). Through clear communication, constructive direction, and fair and data-driven decision-making, good leadership is able to instill the values of integrity, responsibility, and commitment to the public interest in depth at all levels of ASN. More than that, visionary leaders are able to make performance and ethical standards not an administrative burden, but a shared commitment that is lived with full awareness. By establishing a progressive reward system for superior performance and ensuring a consistent sanctioning mechanism for ethical violations, leaders form an ecosystem that encourages self-improvement and healthy competition. In addition, inclusive and reflective leadership also provides space for civil servants to express themselves, propose innovations, and contribute to the policy-making process, thereby fostering a sense of belonging to duties and responsibilities.

Competence is a key factor that distinguishes between optimal performance and ordinary performance in the work environment of state civil servants (ASN), and is one of the main pillars in efforts to create a professional, efficient, and results-oriented government. Conceptually, competence does not only refer to the mastery of theoretical or technical knowledge relevant to the job duties (Puspa & Prasetyo, 2020). Highly competent individuals are not only able to complete tasks on time and with high quality, but also demonstrate flexibility in dealing with various challenges of complex work environment dynamics, such as policy changes, administrative pressures, or increasingly high public service needs. They tend to be proactive in finding solutions, adapt to innovation, and are able to work independently or in a team in harmony. On the other hand, low or mediocre performance often stems from deficiencies in one or more aspects of those competencies, which can be exacerbated by external factors such as an unsupportive work environment, lack of training, or limited resources. (Wibowo, 2020).

According to Indah Pratiwi & Sari Dewi (2021) Work discipline is one of the most crucial and fundamental factors in improving performance, both for individuals and the organization as a whole, because it is the ethical and operational foundation that supports the smooth and sustainable work system. Essentially, work discipline reflects a personal commitment to responsibility, punctuality, consistency in carrying out tasks, and compliance with applicable work rules, procedures, and norms. According to Hasibuan (2015), strong work discipline creates an organized, transparent, and responsible work culture, which ultimately encourages operational efficiency, reduced resource waste, and improvement of the quality of public services. Without discipline, even organizations with abundant resources and sophisticated systems can be hampered by delays, inconsistencies, and a crisis of trust. In the current era of bureaucratic transformation, where the demands of good governance are getting higher, work discipline is no longer just an administrative rule, but a core value that must be internalized by all ranks of the state civil apparatus (ASN). In practice, sustainable work discipline can only be realized if it is supported by a fair and transparent management system, such as objective performance appraisals, clear incentives for the disciplined, and consistent sanctions for violators.

As a first-level government official under the control of the Regent, the Sub-district Head has broad authority and responsibility to carry out a government that runs well, involving all levels of society and the regional apparatus under it. In carrying out this task, the Sub-district Head not only acts as a policy implementer from the central and district levels, but also as a coordinator, facilitator, and bridge between top-level policies and social realities on the ground. One of the crucial points in the sub-district head's duties is community empowerment, which is carried out through a participatory approach, building local capacity, and encouraging the active involvement of residents in the process of planning, implementing, and evaluating development at the village or sub-district level.

The Long Kali District Office noted a number of serious challenges in terms of employee performance and work discipline that have a direct impact on the effectiveness of government administration at the basic level. In field practice, there are often violations of the applicable working hours rules, where most employees do not show up on time at the beginning of the working period, and some even come long after the normal time to start working. This not only reflects a lack of commitment to professional responsibility, but also has the potential to reduce the quality of coordination and work integration among interdependent work units. Furthermore, many employees leave well before the official working hours end, indicating a lack of awareness of professional obligations and responsibilities for optimal public services. This phenomenon takes place regularly and is not balanced with reasons that can be accounted for administratively, thus undermining the collective spirit of work and creating a work culture that tends to be rigid and unresponsive.

The mechanism can be examined in the employee discipline table as follows:

**Table 1. Employee Discipline**

<b>Disciplinary Violations</b>	<b>Problem</b>	<b>Percentage of Employees Late</b>	<b>Duration of Violation</b>
Not Showing Up On Time (Start Of Work)	Employees often arrive late to the office, even long after normal working hours start	60% Employees	15-30 minutes/day
Returning Home Early (End of Work)	Many employees leave the office before official working hours end	40 % Employees	20-40 minutes/day
Unexcused Absence (TMK)	Employees are absent from work without a valid reason or administrative notice	15 % Employees	1-3 days/incident

Source : Data Processed by Researchers, 2023

Government Regulation (PP) Number 94 of 2021 is the main foundation that regulates the Discipline of State Civil Apparatus Employees (ASN) in Indonesia. This regulation is an update of Government Regulation Number 53 of 2010 and comprehensively contains various provisions regarding obligations that must be complied with, prohibitions that must not be violated, and types of disciplinary punishments that can be imposed on ASN. This disciplinary punishment is classified into three categories, namely light, medium, and severe, which are adjusted to the level of violation committed by the employee. With this PP, it is hoped that the discipline and performance of ASN can continue to be improved for the realization of optimal public services

In addition to Government Regulation Number 94 of 2021 which is general, there is also Government Regulation (PP) Number 41 of 2020 which specifically regulates employee discipline within the Regional Government (Pemda). This PP is a guideline for each local government to enforce disciplinary rules among their employees. One of the important points regulated in this PP is the consequences of violating working hours or absences without valid reasons, which can have implications for disciplinary sanctions. This kind of violation not only harms individual employees, but also has a direct impact on the effectiveness and productivity of the work unit as a whole.

*State of the art* in this study refers to the current understanding of the relationship between leadership, apparatus competence, and apparatus discipline, as well as how this research can make a new contribution to the existing literature. Previous studies have extensively analyzed the impact of leadership on organizational performance and discipline, both in the context of the public and private sectors. Transformational, transactional, and authentic leadership models are often revealed as key factors in shaping employee work behavior and attitudes.

In addition, the competency aspect of the apparatus has also been widely researched as an important predictor of work effectiveness and compliance with rules. Competencies, which include knowledge, skills, and attitudes, are considered fundamental in ensuring that the apparatus can carry out their duties properly and professionally. The discipline of the apparatus itself is a crucial output that affects the quality of public services and the efficiency of government organizations. Recent studies show that improving discipline cannot rely solely on sanctions, but must also be supported by internal factors such as motivation, commitment, and a conducive work environment.

However, research that specifically examines the interaction between leadership and apparatus competence simultaneously on discipline in the context of the District Office,

especially in Paser Regency areas such as Long Kali District, is still limited. The majority of research tends to focus on one of the variables or is conducted at a higher level of local government. This gap is what makes this research have a novelty value, namely by providing an in-depth local perspective on how a combination of effective leadership and adequate apparatus competence can synergistically improve the level of discipline in government work units at the sub-district level. This will enrich the treasures of public administration science with empirical findings from specific geographical and administrative contexts

This research is very important because it will fill the research gap that exists in the public administration literature, especially related to case studies at the sub-district level. Although many studies have addressed leadership, competence, and discipline in general, studies that integrate these three variables in the context of smaller local government are still lacking. This research is expected to provide the development of a more comprehensive theoretical model of how leadership and competence simultaneously affect the discipline of the apparatus, taking into account the unique characteristics of government organizations at the sub-district level. The findings of this study can strengthen and expand existing theories regarding human resource management in the public sector.

## METHOD

The research method used in this study was an explanatory survey. The population in this study is all civil servants and non-civil servants at the Long Kali District Office, Paser Regency, which totals 50 people. The sampling method uses the census method where all employees at the Long Sub-district Office are used as research samples, so that the number of research samples is as many as 50 people. The data collection technique used is to distribute questionnaires. The data analysis technique used was multiple linear regression using the SPSS version 26 application.

## RESULTS AND DISCUSSION

### T test

**Table 2. T test  
Model Summary<sup>b</sup>**

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.792 <sup>a</sup>	.627	.611	7.860	.627	39.446	2	47	.000

a. Predictors: (Constant), Competence, Leadership

b. Dependent Variable: Work Discipline

### Coefficient

Models	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-35.877	8.383			-4.280	.000
totalX1	.355	.128	.297		2.763	.008
totalX2	.981	.180	.587		5.465	.000

a. Dependent Variable: Work Discipline

Source: Results of primary data processing using SPSS version 26 (processed by researchers, 2023)

- 1) Based on the presentation that has been presented, it can be said that the value of Sig is 0.008 so that it can be said that there is an influence of leadership on discipline.
- 2) Based on the presentation that has been presented, it can be said that the value of Sig is

0.000 so it can be said that there is an influence of competence on discipline.

**Test F**

**Table 3. Test F**  
**NEW ERA**

	<b>Models</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	4873.957	2	2436.979	39.446	.000b
	Residual	2903.663	47	61.780		
	Total	7777.620	49			

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Competence, Leadership

Source: Results of primary data processing using SPSS version 26 (processed by researchers, 2023)

Based on the presentation that has been stated, it can be said that the value of Sig is  $0.00 < 0.05$  so that it can be said that there is an influence of leadership and competence on work discipline Based on the presentation that has been presented, the researcher can conclude:

The variables Competency (totalX1) and Leadership (totalX2) significantly predict the variables of Work Discipline. The regression model formed has a strong and significant predictive power, as shown by the R Square value of 0.627. This means that 62.7% of the variation in the Work Discipline variable can be explained by variations in Competence and Leadership, while the rest is explained by other variables that are not included in the model. The Adjusted R Square value of 0.611 confirms that this model has good generalizations. The overall significance of the model was shown by the results of the ANOVA test with an F value of 39.446 and a Sig. (p-value) of  $< 0.001$  which was much smaller than the significance level of  $\alpha = 0.05$ , so that the null hypothesis was rejected. This shows that the regression model is simultaneously significant, so that the independent variables together affect the dependent variables. Individually, both predictor variables proved to be significant. Competency (totalX1) has a regression coefficient  $B = 0.355$  with a Sig. value of  $0.008$  ( $p < 0.05$ ), and Leadership (totalX2) has a regression coefficient of  $B = 0.981$  with a Sig. value of  $0.000$  ( $p < 0.05$ ). A positive regression coefficient shows that increased Competence and Leadership tends to improve Work Discipline.

Based on the Coefficients table, the regression equation model formed to predict the Work Discipline (Y) of Competency (X1) and Leadership (X2) is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

By entering the values from the Unstandardized Coefficients B column:

$$\text{Work Discipline} = -35.877 + 0.355 (\text{Competence}) + 0.981 (\text{Leadership})$$

Interpretation of the Equation:

Constant (a): A value of -35.877 indicates that if the variables of Competency (X1) and Leadership (X2) are zero, then Work Discipline (Y) is estimated to be -35.877. Because these variables are measured on an interval/ratio scale, this interpretation may not have practical meaning in an empirical context.

Regression Coefficient b1 (Competence): A value of 0.355 indicates that assuming the Leadership variable is constant, each increase of one unit of Competency will increase Work Discipline by 0.355 units.

Regression Coefficient b2 (Leadership): A value of 0.981 indicates that assuming the Competency variable is constant, each increase of one unit of Leadership will increase Work Discipline by 0.981 units. The Leadership variable has the most dominant influence on Work Discipline (almost one-to-one) compared to Competence

## **The influence of leadership on work discipline**

Based on the results that have been carried out, it can be seen that there is an influence of leadership on work discipline. Effective leadership has a significant impact on employee work discipline. Aspects of leadership such as decision-making ability, motivational ability, and communication skills are the main foundations. A leader who is able to make decisions quickly and appropriately will provide clear direction for subordinates, reduce confusion, and encourage adherence to procedures. Furthermore, the ability to motivate plays a vital role in arousing the enthusiasm and commitment of employees, so that they feel responsible for carrying out tasks according to standards. Effective communication ensures that every expectation, rule, and goal is clearly communicated, minimizing misunderstandings and facilitating coordination between team members (Sudarmanto, 2019:133)

In addition, a leadership style that is able to control subordinates without having to be authoritarian, but through proper direction and guidance, will form an orderly work environment. Leaders who are responsible and demonstrate integrity in every action will set an example for employees, cultivate respect and encourage them to work with discipline. Another important aspect is the leader's ability to control his own emotions. An emotionally stable leader will create a conducive work atmosphere, where conflicts can be resolved wisely and decisions are not made based on momentary impulses, thus creating consistency in the application of rules and sanctions (Khairuddin, 2021).

Work discipline itself is manifested in several key aspects. Technical expertise is the foundation of good work discipline. Employees who master their field will be more likely to complete tasks correctly on time (Erline et al., 2021). Confidence is also important because it encourages employees to take initiative, overcome challenges, and adhere to high work standards without having to be constantly supervised. Attention to task clarity refers to the employee's ability to understand and prioritize their work, ensuring that each step is carried out according to established procedures and objectives (Latif, 2024).

Furthermore, empathy in the context of work discipline means that employees not only focus on their own tasks but also understand the implications of their actions on colleagues and the organization as a whole, thus encouraging cooperation and adherence to team norms. Customer-oriented is the pinnacle of an integrated work discipline (Saefullah, 2022). Disciplined employees will consistently strive to meet or exceed customer expectations, demonstrating a commitment to quality and service, which in turn will support the organization's overall goals (Budiono, 2020). All these aspects are interrelated and form the foundation of a strong work culture, where efficiency and high work ethic are the norm (Supardi & Aulia Anshari, 2022)

Leadership plays a crucial role in shaping the discipline of the apparatus at the Long Kali District Office. An effective leader in this environment will be a catalyst for the creation of a disciplined and productive work culture. The ability of leaders to make firm and transparent decisions will provide clarity of direction for the apparatus, reduce ambiguity, and encourage compliance with applicable procedures and regulations (Sari et al., 2022). Furthermore, a leader who is able to motivate his staff not only through instruction but also by providing appreciation and opportunities for self-development, will foster a sense of belonging and responsibility, which will ultimately be reflected in improved work discipline. Open and effective communication from the leadership also ensures that each organization's policies and goals are well communicated, minimizing misunderstandings and facilitating coordination between departments (Maryam, 2016).

In addition, a leadership style that prioritizes control through guidance and example, rather than solely authority, will have a significant impact on the behavior of the apparatus. Leaders who demonstrate integrity, accountability, and consistency in carrying out their duties and responsibilities will be role models, encouraging the apparatus to emulate a similar work

ethic (Pratama & Elistia, 2020). Leaders' ability to manage emotions and deal with pressure is also a determining factor (Tetuko, 2012). A calm and stable work environment, created by mature leadership, will allow the apparatus to focus on their tasks, minimize distractions, and proactively maintain standards of discipline. Long Kali District Office, strong leadership and integrity are the main foundation for building and maintaining a high level of discipline of the apparatus, which is essential for excellent public service

### **The Influence of Apparatus Competence on Work Discipline**

Based on the calculation results, it shows that the competence of the Long Kali District apparatus has an effect on the work discipline of the Long Kali District apparatus. Competence is a crucial factor that directly affects the level of work discipline of the apparatus. Solid technical expertise is the first foundation. Apparatus who master their field will be more confident in carrying out their duties, minimize errors, and tend to obey work procedures because they understand the implications. This is directly correlated with consistent attendance and adherence to work standards, as they feel capable and responsible for completing tasks well.

Furthermore, confidence is the main driver. Confident apparatus is not only proactive in completing work but also more courageous in taking initiative, which in turn reduces delays and increases adherence to work regulations. This confidence also fosters a high level of alertness, making them more meticulous and meticulous in every detail of the job. Attention to task clarity ensures that the apparatus understands expectations and priorities, so that they can organize work efficiently and adhere to deadlines, which is the essence of good work discipline. This clarity also minimizes the possibility of violating standards or regulations due to misunderstanding (Nurnaningsih et al., 2023)

The aspect of empathy plays an important role in forming a strong work ethic (Sukmamedian & Nensi Lapotulo, 2022). An empathetic apparatus will better understand the impact of their work on colleagues and society (Haryani et al., 2023). This encourages them to work together, respect rights and obligations, and maintain a harmonious work atmosphere, all of which are integral to professional ethics. Finally, being customer-oriented is the pinnacle of the integration of competence and discipline. Apparatus who has this orientation will consistently strive to provide the best service, which manifests itself in timely attendance, adherence to regulations and work standards for the sake of service quality, and a high level of vigilance to ensure that each customer's needs are met properly. Thus, competence is not only about individual abilities, but also the main pillars that underpin the overall structure of work discipline in an organization

The competence of the apparatus has a substantial influence on the level of discipline in the Long Kali District Office. Giriani et al., (2021) emphasizes that Apparatus who have high competence, both in terms of technical expertise and interpersonal skills, tend to show better work discipline. For example, qualified technical expertise enables the apparatus to carry out administrative tasks efficiently and accurately, reduce errors, and improve compliance with standard operational procedures. This will be reflected in consistent attendance and adherence to established work standards.

Furthermore, the confidence possessed by competent apparatus encourages them to take the initiative, take full responsibility for their duties, and comply with work regulations without strict supervision. Apparatus who understand the clarity of their tasks will be able to prioritize work well and complete tasks on time, which directly contributes to time discipline and overall performance. The aspect of empathy also plays an important role. Apparatus who has high empathy tends to build harmonious working relationships, understand the needs of colleagues and the community they serve, and show a strong work ethic. They will be more concerned about the impact of their actions on the work environment and public services, thus

encouraging them to work according to norms and integrity. Lastly, customer-oriented apparatus will naturally be motivated to provide the best service to the people of Long Kali. This orientation will require them to always maintain optimal attendance, comply with applicable regulations, and maintain a high level of vigilance so that every service process runs smoothly and accountably (Sudarmanto, 2009:46). Thus, improving the competence of the apparatus at the Long Kali District Office is a crucial investment to grow and maintain solid work discipline, which will ultimately improve the quality of public services.

### **Simultaneous influence**

Based on the results of the recapitulation calculation that has been submitted, it shows that there is an influence of leadership and competence of sub-district apparatus on work discipline. Leadership and apparatus competence are two fundamental pillars that interact with each other and simultaneously affect the level of discipline in the Long Kali District Office. The combined influence of the two creates a stronger synergy in forming an organized, responsible, and productive work culture. An effective leader at the Long Kali District Office not only provides direction, but is also able to optimize the potential competencies possessed by each apparatus. Leaders who have strategic and transparent decision-making skills will create a clear environment, where officials with strong technical expertise can apply their knowledge without hesitation (Sari et al., 2022). This clarity will encourage compliance with work standards and regulations, because each apparatus understands the direction and goals to be achieved.

Furthermore, leaders who are able to motivate will generate confidence in the apparatus. When employees feel valued and encouraged, they will be more proactive in showing a consistent presence and adherence to applicable work regulations (Pagaya et al., 2021). This motivation also strengthens attention to the clarity of tasks because the apparatus feels that they have personal responsibility for the success of the organization (Kosali & Nabila, 2024). In addition, effective communication skills from leaders ensure that disciplinary targets and expectations are well communicated, and each apparatus with high empathy can align themselves with the needs of the team and the community, thus strengthening a positive work ethic.

Leaders who show high responsibility will be role models for the apparatus, instilling the values of accountability and integrity. Apparatus who see this example, especially those who are customer-oriented, will be motivated to maintain a level of vigilance and discipline in every public service interaction. This ensures that every service process is carried out carefully and according to standards.

In addition, the leader's ability to effectively control his or her emotions will create stability and predictability in the work environment. This condition allows the apparatus to focus on developing and utilizing their technical skills and confidence without being disturbed by fluctuations in the work atmosphere. When officers feel safe and supported, they will be more likely to show a high level of vigilance and compliance with work regulations voluntarily, rather than out of coercion.

Overall, leadership and competencies do not work separately, but rather reinforce each other. Strong leadership shapes the framework and values of the discipline, while the competence of the apparatus provides the tools and capacity to realize that framework in real action. At the Long Kali District Office, this synergy means that leaders not only set disciplinary expectations, but also empower the apparatus with relevant competency development. The result is an apparatus that not only complies with the rules, but also has initiative, responsibility, and is service-oriented, which as a whole improves the efficiency and effectiveness of public services in Long Kali District.

## CONCLUSION

The results showed that competence had a significant influence on work discipline with a value of  $p = 0.008$  ( $< 0.05$ ). Leadership also has a significant effect on work discipline with a  $p$  value of  $< 0.001$ . Simultaneously, leadership and competence had a significant effect on work discipline ( $p < 0.05$ ). Partially, Competency (X1) has a regression coefficient of 0.355 ( $p = 0.008$ ), while Leadership (X2) is 0.981 ( $p < 0.001$ ). A positive regression coefficient indicates that improving competence and leadership will improve work discipline. In addition, leadership has a more dominant influence than competence. The overall significance of the model is shown by the results of the ANOVA test with an F value of 39.446 and a Sig. (p-value) of  $< 0.001$  which is much smaller than the significance level of  $\alpha = 0.05$ , so that the null hypothesis is accepted. Individually, both predictor variables proved to be significant. Competency (totalX1) has a regression coefficient  $B = 0.355$  with a Sig. value of 0.008 ( $p < 0.05$ ), and Leadership (totalX2) has a regression coefficient of  $B = 0.981$  with a Sig. value of 0.000 ( $p < 0.05$ ). A positive regression coefficient shows that increasing Competence and Leadership tends to increase Work Discipline. Based on the research findings, several recommendations are proposed. For the Long Kali Sub-District Head, it is recommended to strengthen transformational leadership by providing clearer direction, consistent supervision, fair rewards and punishments, setting a good example in punctuality, and conducting regular coordination meetings to communicate expectations transparently. For employees, it is recommended to actively participate in competency development training, increase self-awareness of work discipline by arriving on time and avoiding early departures, and continuously improve a customer-oriented attitude for optimal public services. For the Paser Regency Regional Personnel Agency (BKD), it is recommended to design structured and sustainable training programs to improve employee competence in administration, public services, and information technology, as well as conduct periodic performance evaluations at the sub-district level. For future researchers, it is recommended to expand research variables to include work motivation, organizational culture, or work environment, conduct studies with larger population coverage up to the district or city level, use mixed methods for deeper data, and perform longitudinal studies to observe changes in work discipline over time.

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