

The Influence of Work Ability and Leadership on the Performance of Kepala Dukuh in Padukuhan Jetak 1, Kalurahan Sidokarto, Kapanewon Godean

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ABSTRACT

This study aims to analyze the influence of work ability and leadership on the performance of Dukuh in Padukuhan Jetak 1. The Dukuh's performance is hindered by his lack of proficiency in using technology. As a result, Dukuh faces difficulties in carrying out his duties effectively, particularly in communication and the distribution of information through technology. The Dukuh's limited ability to use digital technology affects the execution of his duties and responsibilities as a leader in Padukuhan Jetak 1, which in turn influences his overall performance. This research is a quantitative study using interviews and questionnaires as data collection methods. The population consists of 294 Family Cards (Kartu Keluarga/KK) in Padukuhan Jetak 1. The sample size was determined using the proportionate stratified sampling method, resulting in a sample of 75 individuals from the total population of Family Cards. The research analysis was conducted using multiple linear regression with SPSS Version 24 program. The results of the t- test show that the work ability variable has a partial effect on the performance, with a significance value of 0.000. The leadership variable also has a partial effect on the performance with a significance value of 0.000. Furthermore, the results of the F-test show that work ability and leadership have a significantly effect on the performance simultaneously, as evidenced by a significance value of 0.000.

Keywords: *Work Ability, Leadership, Performance*

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I. INTRODUCTION

Human Resource Management is a crucial element in maintaining and enhancing the competitive advantage of organizations, both in the public and private sectors. Increasingly fierce competition demands that organizations continue to innovate and adapt to changes (Putri et al., 2022). In this context,



leaders and employees play a vital role in determining organizational success, including achieving strategic objectives (Herlambang & Suwandana, 2020).

One of the main indicators of an organization's success in achieving its strategic objectives is the performance of its human resources. Good performance is essentially the result of an individual's achievements in carrying out their duties and responsibilities according to established standards (Sunantar, 2022). In the scope of village governance, one of the key elements that determine such success is the role of a "dukuh." A dukuh is the head of a hamlet responsible for community development, implementation of infrastructure projects, and administrative services at the local level (Perbup Sleman No. 2.9 of 2020).

Work ability and leadership are two primary factors influencing performance. Work ability is defined as the skills possessed by an individual to effectively carry out tasks or jobs (Yusran et al., 2021). Meanwhile, leadership refers to a leader's ability to influence and direct others to achieve specific goals (Wahyudi, Marantika & Yusup, 2022). According to Juniarti & Putri, these two factors can affect an individual's performance in completing their tasks (Juniarti & Putri, 2021).

Based on the interviews in Padukuhan Jetak 1 revealed that the performance of dukuh has not been optimal, particularly in terms of communication and the dissemination of information through digital technology. This limitation is due to dukuh's low proficiency in utilizing technology, which hampers the effectiveness of fulfilling their duties and responsibilities. This situation adversely affects the community.

The leadership challenges in Padukuhan Jetak 1 are evident in the lack of effective communication between dukuh and the local community. Dukuhs have not been able to exercise leadership effectively due to limitations in delivering clear and accurate information to the public. This communication gap hinders understanding, awareness, and the necessary actions the community should take in implementing various programs (Surahmi & Farid,



2018). Consequently, this becomes a contributing factor to the suboptimal performance of leadership at the hamlet level.

This research aims to examine the influence of work ability and leadership on the performance of the dukuh in Padukuhan Jetak 1. As a regional leader, dukuh has complex responsibilities, ranging from administrative services to community empowerment. However, limitations in work ability, such as proficiency in technology, and a lack of effective leadership can become obstacles to achieving optimal performance. Therefore, this study is essential to provide insights into the role of work ability and leadership in improving the performance of village government officials, particularly the dukuh in Padukuhan Jetak 1.

II. LITERATURE REVIEW

Work Ability

Work ability is the capacity of an individual to complete tasks or jobs (Suhartini, 2015). A person is considered to have work ability or skills if they can perform their job in accordance with established standards (Enny, 2019). Based on the two theories explained, work ability can be defined as the proficiency or skill of an individual in carrying out tasks or jobs. When someone possesses higher work ability, they are more likely to complete tasks more effectively and achieve optimal work quality. Indicators of Work Ability: According to Robbins & Coulter (2018), the indicators of work ability are as follows:

1. Intellectual Ability

The ability required to perform tasks such as reasoning, thinking, and problem-solving is referred to as intellectual ability.

2. Physical Ability

The ability to complete tasks that involve skills, stamina, and physical characteristics.



Leadership

Leadership is a process by which an individual influences others to understand what needs to be done and how to do it in order to achieve shared goals (Febriansyah et al., 2020). Leadership provides insights related to a leader's behavior and approaches to problem-solving (Hutahaean, 2021). Based on these two expert opinions, leadership can be defined as a leader's ability to influence, direct, and guide their subordinates toward achieving specific goals. According to Martoyo (2016), the indicators of leadership are as follows:

1. Analytical Ability

A good leader must be capable of analyzing situations carefully, thoroughly, and decisively.

2. Communication Skills

Leaders must understand how to communicate effectively in delivering advice, instructions, guidelines, and commands.

3. Courage

A leader should possess a high degree of courage as the highest-ranking individual within an organization.

4. Listening Ability

A willingness and openness to listen to the opinions or suggestions of others are crucial traits for a leader.

5. Decisiveness

A leader needs to demonstrate decisiveness when dealing with subordinates and uncertain situations.

Performance

Performance can be defined as the results achieved by an individual in their work, referring to the quantity and quality of completing assigned tasks and responsibilities (Sunantar, 2022). Performance relates to the achievements obtained by individuals, groups, or organizations in carrying out tasks and responsibilities to achieve objectives (Marwazi, Mesra & Indrawan, 2023). Performance evaluation or measurement is an essential strategy to determine



whether an organization is meeting its established quality objectives (Kurniawan, 2024). Based on expert opinions, it can be concluded that performance is the work outcome of individuals or groups who successfully carry out tasks based on their responsibilities to achieve a goal. The better an individual performs their tasks, the better the resulting performance will be. According to Mangkunegara (2015), the indicators of performance are as follows:

1. Work Quality

Refers to the neatness, accuracy, and commitment to the results of work without neglecting the workload.

2. Work Quantity

The amount or volume of work output that can be produced within a specific period, ensuring efficiency and effectiveness.

3. Cooperation

The willingness to collaborate with others both within and outside the workplace, vertically and horizontally, to enhance job performance.

4. Responsibility

Demonstrates the level of commitment in performing tasks, accountability for work results, use of facilities and infrastructure, and daily work behavior.

5. Initiative

Involves taking the initiative in executing and completing tasks independently without waiting for instructions.

III. METHODS

Data Sources

The data source used in this research is primary data. Primary data refers to information obtained directly by the researcher from its original source. In this study, the primary data was collected from the residents of Padukuhan Jetak 1, Sidokarto, Godean, Sleman, Yogyakarta.



Data Collection Techniques

1. Observation, it is a data collection method that involves the researcher observing the subject being studied to obtain the necessary information.
2. Interviews, they are a data collection method carried out through verbal interactions between two or more parties to obtain information or explanations directly.
3. Questionnaires, they are a data collection method where a series of statements are presented to respondents in accordance with the research objectives. This study utilizes questionnaires to collect data directly from the population sample, which is the residents of Padukuhan Jetak 1.

Population and Sample

Population refers to a generalization area that includes subjects with certain numbers and characteristics determined by the researcher to be analyzed, so that conclusions can be drawn (Sugiyono, 2024). This study establishes the population as a total of 294 family cards (KK) in Padukuhan Jetak 1. In quantitative research, the term sample refers to a portion of the total population (Sugiyono, 2024). The sample size can be determined using Slovin's formula, outlined as follows:

$$n = \frac{N}{1+Ne^2}$$

Explanation:

n = Sample size

N = Population

e = Margin of error (10%)

Given the population of 294 family cards, the sample size used is:

$$n = \frac{294}{1+294(10\%)^2}$$

$$n = 74,6$$

Rounded to 75 people.

Based on the calculations, the sample size in this study is 75 people from the total population of 294 family cards.



Data Analysis Techniques

To test the proposed hypothesis, the following data analysis methods are used:

1. Descriptive Analysis

When the research aims to describe sample data without the intention of generalizing the results to the population, descriptive analysis is the appropriate method. Descriptive statistics data can be presented in various ways, including tables, graphs, pie charts, mean calculations, and standard deviations (Sugiyono, 2024).

2. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to examine the effect of independent variables on two or more dependent variables (Sugiyono, 2024).

3. t-test (Partial Test)

This test aims to measure how significant the influence of each independent variable is on the dependent variable individually. Using this test, the regression coefficient of the independent variable can be tested partially. The independent variable will be said to have a partial effect on the dependent variable if the Sig. value $< \alpha$ (0.05). However, if the Sig. value $> \alpha$ (0.05), the independent variable has no partial effect on the dependent variable.

4. F-test (Simultaneous Test)

The F-test is used to determine whether all independent variables simultaneously influence the dependent variable in the regression model. The decision rule using the F-test statistic is that if the Sig. value < 0.05 , the independent variables together have a simultaneous effect on the dependent variable. However, if the Sig. value > 0.05 , the independent variables together do not have a simultaneous effect on the dependent variable.



5. Coefficient of Determination (R^2) Test

The Coefficient of Determination (R^2) test is used to determine the extent of the contribution of variables by considering the percentage. The higher the R^2 value, the stronger the influence between the specified variables (Azhmy et al., 2023). The range of R^2 values is between zero and one. If the R^2 value is low, it means that the independent variable is not effective in explaining the dependent variable.

IV. RESULTS

Validity Test

This study applies the Pearson Moment correlation test for the validity test. An instrument is considered valid if the correlation coefficient between the item score and the total score is $r > 0.3$, whereas if the correlation coefficient between the item score and the total score is $r < 0.3$, the instrument is considered invalid (Sugiyono, 2024). Validity is tested using SPSS version 24.

A total of 26 statement items are included in the validity test: the work ability variable has 5 statement items, the leadership variable has 10 statement items, and the performance variable consists of 11 statement items. Based on the results shown in the validity test, all statement instruments used in this questionnaire are valid. This conclusion is drawn from the correlation results obtained, where the value of $r > 0.3$.

Reliability Test

The reliability test is conducted to ensure the consistency and stability of measurement results from an instrument (Sugiyono, 2024). This is done to assess whether all items in the instrument measure the same thing and if the results will remain the same if repeated. In evaluating the reliability test in this study, the criterion is that the instrument item is considered highly reliable if the Cronbach's Alpha correlation value is above 0.6, whereas if the value is below 0.6, the item is considered less reliable.



The results of the reliability test for the questionnaire statement instruments show that the Cronbach's Alpha values are: work ability (X1) = 0.961, leadership (X2) = 0.953, and performance (Y) = 0.938. The Cronbach's Alpha values for these three variables are > 0.6 . Therefore, it can be concluded that all the questionnaire statement items in this study are reliable.

Multiple Linear Regression Analysis

The Multiple Linear Regression test is used to analyze the effect of Work Ability (X1) and Leadership (X2) on Performance (Y) both simultaneously and partially. The hypothesis testing in this analysis uses a significance level of 0.05. The results of the multiple linear regression test are as follows:

Table 1. Result of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.187	3.390		1.825	.072
	Kemampuan Kerja	.855	.228	.351	3.749	.000
	Kepemimpinan	.508	.089	.532	5.691	.000

a. Dependent Variable: Kinerja

Sumber: Data primer diolah, 2024

Based on Table 1 above, it shows that the significance value of both variables is less than 0.05 ($0.000 < 0.05$), indicating that the variables X1 (Work Ability) and X2 (Leadership) have a significant effect on Y (Performance).

t-Test (Partial Test)

The results of the t-statistic test for each variable are presented in Table 2 below:

Table 2. Result of t-Test (Partial Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.187	3.390		1.825	.072
	Kemampuan Kerja	.855	.228	.351	3.749	.000
	Kepemimpinan	.508	.089	.532	5.691	.000

a. Dependent Variable: Kinerja

Sumber: Data primer diolah, 2024



Based on Table 2 related to the t-test results, the hypothesis decision-making in this study is as follows:

1. Work Ability (X1)

For the work ability variable, the obtained significance value is 0.000, which means $0.000 < 0.05$. Therefore, it can be concluded that the work ability variable has a partial influence on the performance variable. This means that an individual's work ability directly contributes to influencing the performance achieved.

2. Leadership (X2)

For the leadership variable, the significance value is 0.000, indicating that $0.000 < 0.05$. It can be concluded that the leadership variable has a partial influence on the performance variable. This result suggests that leadership directly affects performance.

F-test (Simultaneous Test)

The following Table 3 presents the results of the F-statistic test.

Table 3. Result of F-test (Simultaneous Test)

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1379.230	2	689.615	69.203	.000 ^b
	Residual	717.490	72	9.965		
	Total	2096.720	74			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kepemimpinan, Kemampuan Kerja

Sumber: Data primer diolah, 2024

According to the table above, the significance value obtained is 0.000 in the Sig. column. This means that the Sig. value ($0.000 < 0.05$). This indicates that the independent variables, work ability (X1) and leadership (X2), have a significant simultaneous effect on the dependent variable, performance (Y). Therefore, it can be proven that work ability and leadership, together, provide a significant contribution to influencing performance.



Coefficient of Determination (R^2) Test

The results of the R^2 test are as follows:

Table 4. Result of Coefficient of Determination (R^2) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.648	3.157

a. Predictors: (Constant), Kepemimpinan, Kemampuan Kerja
Sumber: Data primer diolah, 2024

From Table 4, the value of 0.648 in the Adjusted R Square column indicates that 64.8% of the performance of Dukuh in Padukuhan Jetak 1 is influenced by the variables of work ability and leadership, while the remaining 35.2% is influenced by other variables that were not analyzed in this study.

V. CONCLUSION AND SUGGESTION

After obtaining the research results, the conclusions drawn from this study are as follows:

- a. Work Ability: Work ability has a significant partial effect on the performance of the head of Dukuh in Padukuhan Jetak 1, Kalurahan Godean, Kapanewon Godean. This conclusion is supported by the results of the partial test (t-test) analysis, which shows a significance value of $0.000 < 0.05$, indicating that the result is valid. Therefore, the higher the work ability, the better the performance, while a lower work ability will result in lower performance.
- b. Leadership: Leadership also has a partial effect on the performance of the head of Dukuh in Padukuhan Jetak 1, Kalurahan Sidokarto, Kapanewon Godean. This is proven through the partial test (t-test) analysis, which shows a significance value of $0.000 < 0.05$, confirming the validity of the result. Therefore, the higher the leadership, the better the performance, while a lower leadership will result in lower performance.



- c. **Work Ability and Leadership Simultaneously:** Both work ability and leadership have a significant simultaneous effect on the performance of the head of Dukuh in Padukuhan Jetak 1, Kalurahan Sidokarto, Kapanewon Godean. The results of the multiple linear regression test show a significance value of $0.000 < 0.05$, which means the result is valid. Thus, the higher the work ability and leadership, the better the performance, while lower work ability and leadership will lead to lower performance.

Based on the conclusion summary, the following recommendations are presented to the relevant parties.

- a. From the research findings, it shows that work ability has an impact on the performance of the head of the village. It is recommended that the village government and relevant parties organize regular training and competence development programs, especially in the field of technology. With improved work ability, the head of the village in Padukuhan Jetak 1 is expected to perform their duties more effectively, thereby supporting the improvement of public services.
- b. Considering that leadership has been proven to affect the performance of the head of the village, it is crucial to improve the quality of leadership itself. Leadership training programs, which include communication skills by utilizing technology, can help the head of the village lead more effectively. A head of the village with good leadership will be able to guide and motivate the community in various activities, as well as enhance public participation and trust.
- c. Based on the research findings, work performance and leadership can influence performance. To ensure that improvements in work ability and leadership are truly achieved, it is recommended to implement a performance evaluation system that is conducted periodically. This evaluation can be carried out by village officials with higher positions, colleagues, and the community. Additionally, feedback can help the head of the village identify strengths and weaknesses that need to be improved.



With structured evaluations and feedback, the head of the village can continue to develop themselves and adjust their work methods to enhance overall performance effectiveness.

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