THE INFLUENCE OF THE LEADERSHIP STYLE OF THE VILLAGE HEADMAN AND THE VILLAGE APPARATUS COMPETENCE ON THE SUCCESS OF DEVELOPMENT IN SRIAMUR VILLAGE, BEKASI

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ABSTRACT

As a leader in the village scope, the Village Headman has a leadership style that can influence community participation and motivation to realize good development at all levels of society. The leadership style of the village head is closely related to the goals to be achieved by a village government. Together with the Village Apparatus at the village level, it is hoped that they will be able to carry out the wheels of village government well in providing services to the community so that if the village head shows good performance in administering village government, it will also affect the performance of government at the district, provincial, and central levels. This study aimed to measure how much influence the leadership style of the village head and the competence of village officials had on the success in the development of Sriamur Village in North Tambun, District, Bekasi Regency. The method in this study is a quantitative method, with the number of samples in this study as many as 43 respondents who are village heads, village officials and employees of the North Tambun sub-district. The results showed that the leadership of the village head and village officials in village development was 34.7%. In comparison, the remaining 65.3% was influenced by other factors that could affect the success of development in the village.

Keywords: Leadership Style, Competence of Village Apparatus.

INTRODUCTION

As one of the important government entities with direct contact with the community, the village is the spearhead of development because of its proximity to the community and its narrow administrative scope. Along with the times that are felt to be growing day by day, the demands, expectations, and responsibilities placed on the village government are also increasing.

Realizing the importance of development in rural areas is one of the steps to accelerate the achievement of equity, as desired by the people. Sriamur Village is one of eight villages in the North Tambun District, Bekasi Regency. The source of funds for development comes from the assistance of the Bekasi Regency government. Sriamur Village has an area of approximately 363,601 hectares and expects an increase in infrastructure development in various fields because, until now, it is still in the development stage for welfare.

All the people must truly feel development as an improvement in the level of living with social justice, which is the goal and aspiration of the independence of the Indonesian nation. Because development is a reflection of the progress of a country, it should gradually improve the welfare and prosperity of the people and develop community life. Implementing an advanced state and development aims to achieve progress and inner and outer prosperity, including fulfilling a sense of security, peace and justice and guaranteeing freedom of expression. This opinion is the responsibility of all people. To achieve public welfare, both in economic, political, social and defence and security development, the capacity of the

community largely determines it at regional levels, under the development target, namely placing villages and sub-districts as the main priority in national development. The success or failure of the village development program is largely determined by the level of exemplary or leadership of the Village Head and other Village Apparatuses related to their performance, which is the extent to which the village head plans, moves, motivates, directs, communicates, organizes and implements well. The village government is always synonymous with various public complaints about services that are not optimal. The village head plans, moves, motivates, directs, communicates, organizes and implements well. The village government is always synonymous with various public complaints about services that are not optimal. The village head plans, moves, motivates, directs, communicates, organizes and implements well. The village government is always synonymous with various public complaints about services that are not optimal.

The success or failure of the village development program is largely determined by the level of exemplary or leadership of the Village Head and other Village Apparatuses related to their performance, which is the extent to which the village head plans, moves, motivates, directs, communicates, organizes and implements well. The village government is always synonymous with various public complaints about services that are not optimal.

As for the development that has been achieved or has not been carried out for two years, some development planning activities in the 2017 & 2018 fiscal years, only a few activities carry this shows the need for improvement of village government in development. The implementation of development in Sriamur Village has not been maximized because the development is adjusted to the availability of funds.

The development cannot be separated from the efforts that the village head always makes in providing positive motivation or encouragement through his communication activities that can involve the participation of the village community, which is a development movement based on community participation and self-help. Based on this, awareness, participation and self-help of the community need to be increased so that community participation in development will be felt like a shared obligation, with participation and participation here does not mean that the community only functions to provide support and participation in the development process, but also to enjoy the results of the development itself.

Until now, the development continues to be carried out by the village government. Programs and activities continue to be carried out, both unfinished and newly planned development activities. For this year's ongoing RKP and expect maximum results. For 2019, the Sriamur village government has also prepared a Development Work Plan (RKP) as follows:

Table 1
List of Proposed Development Work Plans (DWP) Sriamur Village, North Tambun District in Estimated the Fiscal Year 2019

No	Programs and Activities	Volume	Location	Estimated Budget
1	Total Rehabilitation of Village Office Buildings and construction of Musholla	1,280 m^2	Dusun 1Rt.03/Rw.04	Rp1.2800000000
2	Main Street Foundry	1,000 m^2	Dusun 1. Rt.001/Rw.10	Rp2.700.000000
3	Environmental Road Casting	4.00 m^2	Dusun 1 Rt.015/Rw.02	IDR 400,000,000
4	Main Street Foundry	600 m^2	Dusun 1Rt.005/Rw.07	Rp600,000,000

5	Environmental road casting	200 m2	Dusun 2 Rt.001/Rw.001	IDR 200,000,000
6	Environmental road casting	200 m2	Dusun 2. Rt.02/Rw.03	IDR 200,000,000
7	Main road casting	400 m2	Dusun 2 Rt.04/Rw.04	IDR 400,000,000
8	Environmental road casting	200 m2	Dusun 3. Rt.05/Rw.9	Rp.200,000,000
9	Environmental road casting	200 m2	Dusun 3 Rt.08/Rw.05	IDR 200,000,000
10	Environmental road casting	400 m2	Dusun 3 Rt.03/Rw.07	IDR 400,000,000
11	Environmental road casting	200 m2	Dusun 3. Rt.04/Rw.09	IDR 200,000,000
12	Environmental road casting	200 m2	Dusun 2 Rt.05/Rw.06	IDR 200,000,000
13	Environmental road casting	200 m2	Dusun 3 Rt.07/Rw.04	IDR 200,000,000
14	Environmental road casting	200 m2	Dusun 3 RT.06/Rw.08	IDR 200,000,000
15	Environmental Road Casting	200m2	Dusun 3 Rt.09/Rw.09	IDR 200,000,000
16	Residential Road Maintenance	975 M x 2 M	Hamlet 3 Rt. 02/Rw.03	Rp244,000,000
17	Residential Road Construction	633 M x 2.5 M	Dusun 3 Rt.05/Rw.09	Rp272,000,000
18	Environmental road casting	150 M x 0.5 M2	Dusun 3 Rt.08/Rw.06	Rp150,000,000
19	Environmental road casting	50 M2	Dusun 3 Rt.05/Rw.02	IDR 73,000,000
20	Environmental road casting	200 m2	Dusun 3 Rt.03/Rw.3	Rp.200,000,000
21	Environmental road casting	130 M2	Dusun 3 Rt.05/Rw.10	Rp125.000.000

Based on the background of the problem above, it can identify the problem: 1) The success target of development has not been carried out as expected. One of the causes is that community participation has not been maximized. 2) The target of successful development in the village has not been carried out as expected. One of the causes is that the competence of village officials has not been fulfilled. 3) The target of successful development in the village has not been carried out as expected. One of the reasons is that the leadership style of the village head has not been in synergy with the village apparatus. 4) The target of successful development in the village has not been implemented as expected. It is suspected that one of them is the lack of infrastructure and available budget. 5) The target of successful development in the village has not been implemented as expected. It is suspected that one of the many vacant lands has not been utilized optimally by the community for development in the village. 6) The target of successful development in the village has not been implemented as expected. It is suspected that one of the causes is the economic condition. 7) community name below average. 8) The target of successful development in the village has not been carried out as expected. It is suspected that one of the causes is the absence of original village income that can be used

optimally. 9) The target for successful development in the village has not been implemented as expected. One of the causes is the lack of attention from both the sub-district and district governments.

Village Head Leadership Style

Leadership comes from the word lead. The word lead contains the meaning of directing, fostering or regulating, guiding, and showing or influencing. Leaders have a physical and spiritual responsibility for the success of the work activities, so being a leader is not easy. Not everyone will have the same in carrying out their leadership.

Miftah Thoha (2010: 49) suggests that Leadership Style is a behavioural norm used by a person when that person tries to influence the behaviour of others or subordinates. According to Rivai (2006:2), a broad definition of leadership includes influencing in achieving organizational goals, motivating followers' behaviour to achieve goals, influencing interpretations of followers' events, organizing and activities to achieve goals.

Leadership Styles

According to T.Hani Handoko (2018:297), the behavioural approach to leadership emphasizes the functions performed by the leader in the group. For a group to be effective, one must perform two main functions: (1) task-related or problem-solving functions and (2) group or social maintenance functions. The first function concerns the provision of solutions, information and opinions. The second function includes everything that can help the group run more smoothly, approval with other groups, processing differences of opinion, etc.
The second view of leadership behaviour focuses on the leader's Style concerning subordinates. Researchers have identified two leadership styles: task-oriented and employee-oriented styles. Task-oriented leaders supervise subordinates closely to ensure that tasks are completed as desired. Leaders with this leadership style pay more attention to job execution than employee development and growth. Employee-oriented leaders try to motivate subordinates more than supervise them. They encourage group members to carry out tasks by giving subordinates opportunities to participate in decision making. Based on the theoretical basis above, what is meant by the Village Head Leadership Style is a norm or pattern of behaviour used by a village head when he tries to influence other people to jointly carry out certain activities to achieve one or more goals. For the relationship between leaders and subordinates to run effectively, there are dimensions and indicators of leadership style:
1. Task-oriented leadership style: Directing and supervising subordinates in carrying out their work.
2. Employee-oriented leadership style (employee-oriented): encourage and motivate subordinates, and involve subordinates in making decisions.

The Village headman

In the Village Law Number 6 of 2014, it is stated that the village government carries out village government. The Village Head, assisted by the village apparatus, is meant here.
a. Duties and Authorities of the Village Head
The duties of the Village Head are as follows:
1. Organizing village government.
2. Carry out development.
3. Build community.
4. It empowers the community.
Meanwhile, the authority of the Village Head is:
1. Leading the administration of the village government.

2. Appoint and dismiss village officials.
3. Holding the power of managing village finances and assets.
4.
5. Determine the village income and expenditure budget (The village of APB
).
6. Establish village regulations. We are fostering the life of the village community.
7. We are fostering peace and order in the village community.
8. Fostering and improving the village economy and integrating it to achieve
9. A productive scale economy for the greatest prosperity of rural communities.
10. Develop village income sources.
11. Propose and accept the delegation of part of the state's wealth to improve rural communities' welfare.
12. Develop the socio-cultural life of the village community.
13. Utilize appropriate technology.
14. The village development is being coordinated in a participatory manner.
15. Represent the village inside and outside the court or appoint a legal representative to represent it following the provisions of the legislation.
16. Carry out other authorities under the provisions of the legislation.

Village Apparatus Competence

Competence is the authority and skill or ability of a person in carrying out tasks or work in the position he holds. According to Wibowo (2009:110), competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence shows skills or experience characterized by professionalism in a particular field as the most important thing, as the superior of that field.

Meanwhile, Spencer (2012:5), quoted from Rasman, defines competence as the underlying characteristics of a person related to the effectiveness of individual performance in his work.

Competence can obtain through learning. Learning plays an important role in society, especially in passing on competence and culture to the next generation.

Learning activities enable individuals to acquire various understandings, skills, skills, attitudes, and behaviours.

Spencer (2008), quoted from Rasman, suggests five competence characteristics. Still, only three main characteristics are visible and easy to assess, namely: Knowledge (Knowledge), Skill (Skill) and Attitude (Attitude). As for what is invisible and difficult to assess, namely Traits and Motives.

a. Knowledge (Knowledge) is information that a person has for a particular field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are used.
b. Skill is the ability to perform specific physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking.
c. Attitude is a person's behaviour and values. Attitudes and values are measured through tests to respondents to determine the value a person has and what is interesting for someone to do something.
d. Traits are traits that make people behave or how someone responds to something in a certain way—for example, self-confidence, self-control, patience and others.
e. Motives are something that a person consistently thinks about so that he takes action.

Village officials

The village apparatus is the most decisive factor in the success of implementing the tasks assigned to him. Based on PP No. 72 of 2005, the task of the village apparatus or apparatus is to assist the village head in carrying out his duties and authorities.

The dimensions of increasing the competence of village officials include the mastery of knowledge, skills, and insights gained through education, training, learning and experience. Village officials must possess three levels of competence: 1) Basic ability. 2) Management ability 3) Technical ability. The basic capabilities that village officials must possess include knowledge of village regulations, the basics of village governance and knowledge of the main tasks and functions.

In carrying out their duties, the village apparatus is responsible to the village head. The village apparatus includes the village secretary, the hamlet head, and the affairs head.
Based on Law Number 32 of 2004, the village secretary has the following duties and responsibilities:
1. Organizing government administration, development and society;
2. Fostering the head of affairs;
3. Assisting administrative services to village heads.
To carry out these duties and obligations, the village secretary has the following functions:
1. Carry out correspondence, archiving and reporting, financial affairs and general administration and provide technical and administrative services to all village officials;
2. Carry out the coordination of activities carried out by village officials;
3. Collecting materials, evaluating data, and formulating programs and instructions to implement village government, development and community tasks;
4. Carry out monitoring and community services in the fields of government, development and society;
5. Prepare annual work program plans and reports.
The hamlet head is the executor of the village head's duties in his working area. As stated in the regional regulation, the hamlet head has the following functions:
1. Carry out government, development, community, peace and order activities in its working area;
2. Assist the village head in counselling activities, coaching, and community harmony in his working area;
3. Implement village head decisions and policies in his working area;
4. Carry out other tasks assigned by the village head.
The functions of the head of affairs are:
1. Carrying out activities for government affairs, development, people's welfare, village peasants, security, finance and public affairs;
2. Carry out village government administration services following their respective fields of duty;
3. Carry out other tasks assigned by the village secretary and or village head.

Village Development Success
There are three major development challenges in our country: unemployment, poverty, and inequality.
1. Unemployment
Unemployment in Indonesia is quite a lot. Unemployment is labour that is not absorbed by the labour market. Apart from causing economic problems, this unemployment also impacts other problems, such as social, security, and political problems. So the challenge of development is to open up as many job opportunities as possible to accommodate many workers and reduce the number of unemployed.

2. Poverty

Poverty is often defined as the inability to meet basic needs such as food, clothing, shelter, education, and health. Poverty occurs because of difficulties in meeting the basic needs of life.

Indonesia has a high poverty rate in some areas because it is lagging.

Gap

In general, inequality is meant by unequal economic growth and unequal distribution of development outcomes in Indonesia. These conditions have caused many gaps in various regions in Indonesia.

Village Development

Village development aims to improve the welfare of rural communities and the quality of human life, and poverty alleviation through the fulfilment of basic needs, development of village facilities and infrastructure, development of local economic potential, and sustainable use of natural resources and the environment. In-Law Number 6 of 2014 concerning villages, village development is explained as follows: village development aims to improve the welfare of rural communities and the quality of human life as well as poverty alleviation through fulfilling basic needs, building village facilities and infrastructure, developing local economic potential, and sustainable use of natural resources and the environment.

According to Ali Hanapiah in the journal Dhani Akbar (2017:144), village development generally includes two main aspects: village development in the physical aspect and development in human empowerment. Physical development is the main object in the physical aspect (facilities, infrastructure and people) in rural areas such as village roads, house buildings, settlements, bridges, dams, irrigation, worship facilities, and education. Development in this physical aspect is called village development in the future. Community empowerment is an effort to increase the capabilities and potential of the community so that the community can realize their identity, dignity and worth to the fullest to survive and develop themselves independently, both in the economic, socio-cultural and religious fields.

Village development prioritizes togetherness, kinship, and cooperation to realize peace and social justice. According to H. Utang Rosidin (2019:71), empowerment includes three things, namely development (enabling), efforts to strengthen potential or power (empowering), and the creation of independence. Village development includes the following stages:

1. Planning

Village development plans are developed by the outcomes of the village community deliberation agreement, which occurred in June of the current fiscal year. The development planning is prepared in a time frame including:
   - The village's medium-term development plan (RPJM Desa) for six years,
   - RKPD is a one-year work plan for the village government. The RPJMD and RKPD are stipulated in village regulations and serve as guidelines in the preparation of the village revenue and expenditure budget (APBD), regulated by government regulations.

2. Implementation

The implementation of village development prioritizes the use of human resources and resources.

Nature in the village and utilize self-help and community cooperation. Activity Village development is coordinated by the village head and carried out by village officials and villagers.

3. Supervision

Village communities have the right to:
   - Get information about village development plans and implementation.
   - Monitoring the implementation of village development.

- Report the results of monitoring and various complaints against the implementation of village development and the village consultative body (BPD),
- Participate in village deliberations to respond to village development implementation reports,

Figure 1 Framework of Thinking
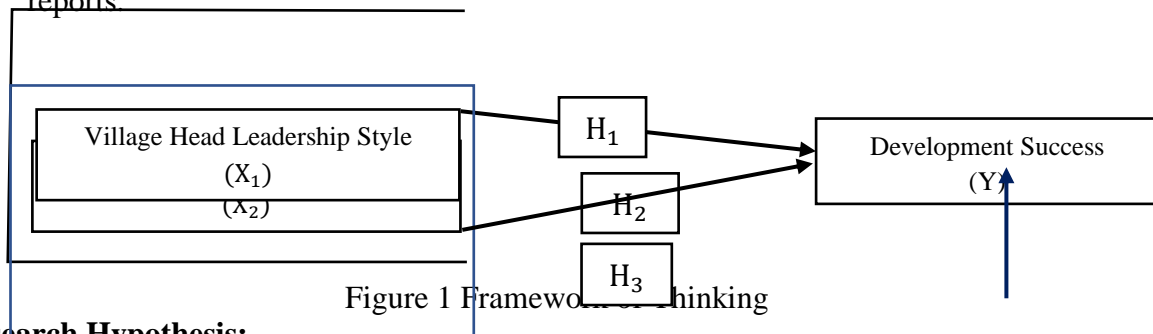
Research Hypothesis:
Based on the above framework, the following hypotheses can formulate:
1. H_1:There is a positive and significant influence of the village head's leadership style on success development in the village of Sriamur (H_a).
2. H_2:There is a positive and significant influence of village apparatus competence on success development in the village of Sriamur. (H_a)
3. H_3:There is a positive and significant influence between leadership style and apparatus competence village to the success of development in the village of Sriamur. (H_a)

METHODS

Research Design

This study uses quantitative methods because the research data is in numbers analysis using statistics (Sugiyono, 2012:7). Quantitative research is generally carried out on samples taken at random so that the conclusions of the research results can be generalized to the population where the sample is taken. Quantitative research emphasises testing theories by measuring research variables with numbers and analyzing data with statistical procedures (Sugiyono, 2014). While the survey method is used to get data from certain scientific places, researchers carry out treatments in data collection, such as questionnaires, tests, structured interviews, and so on (Sugiyono, 2014).

The types and sources of data used are primary data. Primary data is directly obtained from the field or research location. This study's primary data can be done in 2 (two) questionnaires and a literature study. The questionnaire used in this study refers to the Likert scale model. Meanwhile, Literature Study is a collection of data used as a theoretical basis for research, for example, books, journals, and others.

Research Stages

This research stage provides an overview of the research reports' overall planning and writing. The stages are as follows:
a. Planning Stage
   The first research stage is the research stage. At this stage, the author explains the phenomena in the village/respondent. Sriamur, North Tambun District. Bekasi Regency. The writer looks for problems, formulates problems, conducts preliminary studies, formulates hypotheses, determines research samples and prepares research plans.
a. Implementation Stage

After carrying out the planning stage, the author carries out the implementation. The author collects theories from experts or literature studies to guide making questionnaires and data analysis methods, then makes and distributes questionnaires.

b. Research Report Writing Stage

The last stage is the stage of writing research reports. The authors calculate the questionnaire results using the selected method to determine whether or not the influence of "Leadership Style, Competence of Village Apparatus and Community Participation on the Success of Development in Sriamur Village.

Variable Operations

The operational definition is an element of research that tells how to measure a variable. The operational definition shows the indicators used to measure the variables in detail. In this case, the operational definition of the variables there are four variables, namely:

Table 2 Village Head Leadership Style (X1)

Variable	Dimension	Indicator	Statement Items
The Village Head Leadership Style is a behavioural norm used by a person when that person tries to influence the behaviour of others or subordinates. (X1)	Task-Oriented (Task-Oriented)	Direct	GK.1
		Supervise subordinates	GK.2
	Employee Orientation (Employee Oriented)	Encourage and motivate subordinates	GK.3
		Involve subordinates in making decisions	GK.4

Source : T. Hani Handoko (2018:297)

Table 3 Village Apparatus Competence (X2)

Variable	Dimension	Indicator	Statement Items
Village Apparatus Competence an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (X2)	Knowledge	Education	KAD.1
		Experience	KAD.2
	Skills	Engineering Skills	KAD.3
		Administrative Skills	KAD.4
		Human Relations Skills	KAD.5
	Attitude	Security	KAD.6
		Work Facilities	KAD.7
		Rewards	KAD.8

Spencer and Spencer (2008)

Table 4 Development Success (Y)

Variable	Dimension	Indicator	Statement Items
Development Success in the Village It aims to improve the welfare of rural communities and the quality of human life, and poverty alleviation through the fulfilment of basic needs, development of village facilities and infrastructure, development of local economic potential, and utilization of natural resources. Nature and the environment should use responsibly. (Y)	Village infrastructure and environment	Village community residential environment	KPD.1
		Residential Road Access	KPD.2
	Health	Clean water	KPD.3
		Village health services such as Posyandu	KPD.4
	Education and culture	early childhood education programs	KPD.5
		Training centre/community learning activities	KPD.6
	Economy	Establishment and development of BUM Desa	KPD.7
		Strengthening BUM Desa capital	KPD.8
		Food crop nurseries	KPD.9
		Rice mill	KPD.10
		Agricultural land clearing	KPD.11
		Fish pond	KPD.12
		Seeds and animal feed	KPD.13
	Environmental conservation	Greening	KPD.14
		Watershed cleaning	KPD.15

Minister of Home Affairs Regulation Article 6 No.114 of 2014

Research variables are everything that the researcher determines to be studied to obtain information about it, and then conclusions are drawn (Sugiyono 2016:38).

1. Independent Variable (X)

According to Sugiyono (2016:39), the independent variable (X) is a variable that affects or is the cause of the change or the emergence of the dependent variable (bound). The independent variables in this study are Leadership Style (X1) and Village Apparatus Competence (X2)

2. Dependent Variable (Y)

According to Sugiyono (2016:39), the dependent variable is the variable that is influenced or which is the result because of the independent variable. The dependent variable in this study is the Success of Village Development (Y).

Types, Sources, and Research Methods

They conducted this research in Sriamur Village, North Tambun, Bekasi Regency, with various considerations, namely seeing the condition of the village, which has not yet been fully implemented in village development and following the research objectives that have been planned.

Data Type

a. Primary data is gathered directly from the source by the researcher. The primary data of this study were obtained from questionnaires filled out by the respondents, including the identity and responses of the respondents.

b. As a part of this research, the following methodologies were employed:

c. Complementary data is gathered outside the research site to supplement primary information to complement the primary data available at the research site. The data obtained is based on documents, records, profiles, official archives and other relevant literature in complementing other primary data.

Data source
a. Internal data comes from within an organization or agency that describes the state or activities of the organization or institution.
b. External Data is data that comes from outside the organization or agency. This data is needed if the internal data is insufficient to analyze the existing problems.

Method of Collecting Data
According to Sugiyono (2010:2), the research method is a scientific way to obtain data with certain goals and uses. In conducting research, a method, method or tactic is needed as steps that must be taken by researchers in solving a problem to achieve certain goals.
a. The interview is a search step or data collection by conducting direct questions and answers to informants, which is carried out systematically and based on research objectives.
b. Data collecting for documentation is categorised into official and unofficial data sources. Official sources are documents issued by institutions/individuals on behalf of the institution. Unofficial sources are documents issued by individuals, not on behalf of the institution. Documents used as reference sources can be meeting results, accountability reports, letters and daily notes.
c. Data collection through the dissemination of a list of questions based on the study's focus is accomplished through the distribution of questionnaires.

In this study, the level of measurement used is using a Likert Scale. According to Sugiyono (2013:132), the Likert scale measures attitudes, opinions and perceptions of a person or group of people about social phenomena.

Table 5 The Likert scale emphasizes several forms of assessment

Category	Score	Weight
Strongly Agree (SS)	5	A
Agree (S)	4	B
Doubtful (RR)	3	C
Disagree (TS)	2	D
Strongly Disagree (STS)	1	E

Object of Research
In this study, the authors conducted research with the object of research in Sriamur Village by taking the topic of discussion about the Leadership Style of the Village Head and the Competence of the Village Apparatus
to the Success of Village Development.

Population and Sample
The population is a generalization area consisting of subjects and objects with certain qualities and characteristics that researchers determine to be studied and then draw conclusions (Sugiyono 2010:90). Based on the explanations of Sriamur Village in January 2019, it is estimated that the population is 972 people.
The data sample technique in this study uses simple Random Sampling, a random sampling technique that provides equal opportunities for every community to be used as a representative sample. The sample is part of the number and characteristics possessed by the

population (Sugiyono, 2010: 91). The author uses the Slovin formula indetermination of sample size with an inaccuracy allowance of about 15%, approximately:

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

Information :
n = number of sample units, N = population size, e = epilepsy/error rate/real level, so that the following results can be obtained

$n = \frac{972}{1+972.0.15^2}$

$n = \frac{972}{1+21.87}$

$n = \frac{972}{22.87}$

n = 42,502 or rounded up to 43 samples.
The sample used in this study is the people of the village of Sriamur.

Data Quality Test
a. Validity
According to Sugiyono (2009:121), a valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can use to measure what it is supposed to measure. This test is done by looking at the correlation or score of each question item.

b. Validity
According to Sugiyono (2009:121), a valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can use to measure what it is supposed to measure. This test is done by looking at the correlation or score of each question item.

$\propto = \frac{k}{k-1} \left(1 - \frac{\sum s_i}{s_t}\right)$

Description: = reliability coefficient, k = number of statement items tested, = number of variance scores for each item, = total variance $\propto \sum s_i \, s_t$

Classic Assumption Test
Normality test
The normality test is to see whether the residual value is normally distributed. A good regression modal has a normally distributed residual value. So the normality test is not carried out on each variable but the residual value. Normality test can be done with the Kolmogorov-Smirnov Test of Normality in the SPSS program. The basis for decision-making can be based on probability (Asymptotic Significance), namely: - If probability > 0.05, then the distribution of the regression model is normal.
- If the probability is < 0.05, then the distribution of the regression model is not normal.

Multicollinearity Test
The multicollinearity test tests whether a regression model finds a correlation between independent variables. If there is a correlation, it is called a multicollinearity problem. A good regression model should not correlate with the independent variables. If it is proven that there is multicollinearity, it is better if one of the existing independent variables is removed from the model, then the regression modelling is repeated. The presence or absence of multicollinearity can be seen in the amount of Variance Inflation Factor (VIF) and Tolerance. The guideline for

a regression model free of multicollinearity is to have a tolerance number close to 1. The VIF limit is 10. If the VIF value is below 10, there is no multicollinearity symptom. The formula used is as follows:

VIF = or Tolerance $= \dfrac{1}{Tolerance} \dfrac{1}{VIF}$

Heteroscedasticity Test

Heteroscedastic situations will cause the interpretation of the regression coefficients to be inefficient and the estimated results to be less or more than they should be. So that the regression coefficients are not misleading, the heteroscedastic situation must remove from the regression model. And to test the presence or absence of heteroscedasticity, Spearman's rank test is used, namely by correlating the independent variable to the absolute value of the residual regression results. Suppose the correlation coefficient value between the independent variables and the absolute value of the residual is significant. In that case, the conclusion is that there is heteroscedasticity (the residual variance is not homogeneous).

Statistic Analysis
Partial Correlation Coefficient Analysis

Meanwhile, to find out the correlation coefficient of the variable X to Y, the Product Moment formula is used (Sugiyono, 2005:212)

$r = \dfrac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{\{n\sum x^2 - (\sum X)^2\} - \{n\sum Y^2 - (\sum Y)^2\}}}$

XY= correlation coefficient between variables X and Y, two correlated variables
n = number of respondents, X = independent variable, Y = dependent variable

Multiple Correlation Coefficient Analysis

Multiple correlation analysis is used to determine the magnitude or strength of the relationship between all independent variables on the dependent variable simultaneously. According to Sugiyono (2013: 256), the correlation coefficient can be formulated as follows:

$$RyX_1X_2 = \sqrt{\dfrac{b_1\sum X_1Y + b_2\sum X_2Y}{\sum Y^2}}$$

$RyX_1X_2X_3$= coefficient between variables simultaneously with variable $YX_1X_2X_3$
b_1b_2= regression coefficient,= sum of intermediates = sum of intermediates = sum of$\sum X_1Y X_1$ dan Y, $\sum X_2Y X_2$ dan Y, $\sum Y^2 Y^2$
The results of these calculations will show the following possibilities:
a. The correlation coefficient equal to zero (r=0) means that the relationship between the two tested variables does not exist.
b. The correlation coefficient obtained is positive (r=+), which means an increase in the value of one variable, followed by the value of the other variable, and the two variables have a positive relationship.
c. The correlation coefficient obtained is negative (r=-), meaning that both variables are negative and indicate an increase in one variable followed by a decrease in the other variable.

Table 6 Guidelines for providing the interpretation of correlation coefficients

Coefficient Interval	Relationship Level
0.00 – 0.199	Very weak
0.20 – 0.399	Weak
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Coefficient of Determination

The coefficient of determination is used to determine how much of an impact the independent variable has on the dependent variable. The coefficient of determination is the square of the coefficient as a measure to determine the ability of each variable used.

The coefficient of determination formula is: $KD = R^2$ x 100% Information :

Description: KD = Coefficient of Determination, = Value of Correlation Coefficient R^2

Multiple Regression Analysis

Multiple linear regression analysis was used to determine the pattern of the influence relationship of the independent variables Village Head Leadership Style (and Village Apparatus Competence (, on Development Success (Y). The pattern of influence relationship is expressed by the following regression equation: $X_1)X_2)$

$$Y = a + + + b_1X_1 b_2X_2 \varepsilon$$

Where :

Y = Development Success, a = Constant, b = coefficient and correlation of each variable

X_1 = Leadership Style, = Village Apparatus Competence, = Error Term $X_2 \varepsilon$

To calculate the constant value of the Y-related variable if the X variable does not change or remains, the following formula calculates it:

$$a = \frac{(\sum Y) - (b_1 \sum X_1) - (b_2 \sum X_2) - (b_3 \sum X_3)}{n}$$

to calculate the value of the regression direction coefficient of variable Y on variable X, namely the amount of change in the value of variable Y caused or caused by changes in variable X, is calculated by the following formula:

$$= b_1 \frac{(\sum X_1 Y)(\sum X_3^2) - (\sum X_3 Y)(\sum X_1 X_2 X_3)}{(\sum X_1^2)(\sum X_2^2)(\sum X_3^2) - (\sum X_1 X_2 X_3)^2}$$

Hypothesis Testing

According to Sugiyono (2013:221), the hypothesis is defined as a temporary answer to the formulation of the research problem. The truth of the hypothesis must do through the collected data.

T Uji test

Statistical test "t" basically shows how far the influence of one independent variable (X) individually in explaining the variation of the dependent variable (Y). With the following formula:

$$t_{hitung} = \frac{b - \beta}{sb}$$

Based on the hypothesis made, it can be concluded:

- if significant (sig.) $< = 0.05$ or $\alpha t_{hitung} > t_{tabel}$ there is an effect of variable X on Y then Ho is rejected.
- if significant (sig.) $> = 0.05$ or $\alpha t_{hitung} < t_{tabel}$ there is no effect of variable X on Y then Ho is accepted.

Results
Classic assumption test
Normality test

A normality test is used to determine whether the sample from the population is normally distributed or not. A normality test is measured by the data on the ordinal, interval, or ratio scales. This normality test uses the Liliefors test by looking at the significance value of Kolmogorov - Smirnov. The test criteria are as follows:

- If the Significance value (Asym Sig 2 tailed) > 0.05, the data is normally distributed.
- If the significance value (Asym Sig 2 tailed < 0.05, the data is not normally distributed.

Meanwhile, to view the entire set of results, the sample from the population is normally distributed or not. It can be seen in the following normality test table.

Table 7 Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters, b	mean	.0000000
	Std. Deviation	4.23504614
Most Extreme Differences	Absolute	.117
	Positive	.105
	negative	-.117
Test Statistics		.117
asymp. Sig. (2-tailed)		.137c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Normality test can also be seen from the resulting P-Plot model, which is as follows
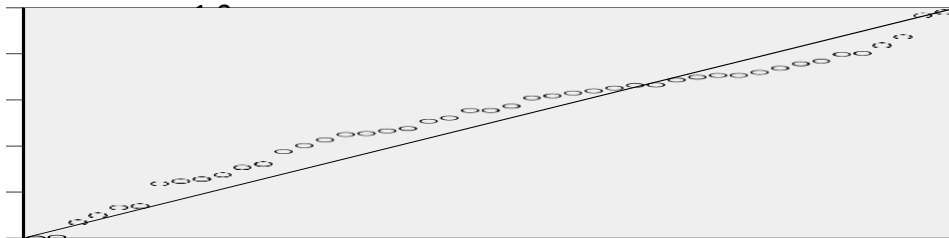**Normal PP Plot of Regression Standardized Residual Dependent Variable: Village Development Success**

Figure 2 Normality Analysis Results of P-Plot Model

If seen from Figure 4.1 above, which is the result of normality testing with P-Plot, it shows that the data spread around the diagonal line, which means that the image strengthens the assumption of normality of the data. The histogram normality test results are presented in the following figure:

histogram
Dependent Variable: Village Development Success
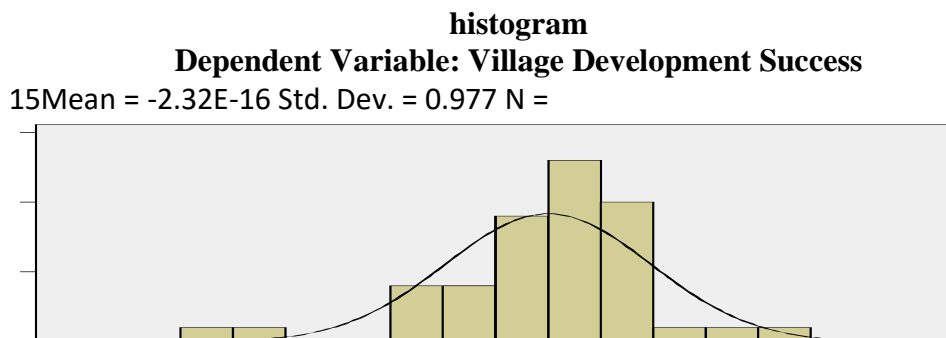15Mean = -2.32E-16 Std. Dev. = 0.977 N =

Figure 3 Histogram Normality Analysis Results

Figure 3 shows that the histogram graph has met the normal distribution pattern. The result is because the lines on the graph follow the histogram chart pattern.
It means that the regression model has met the assumption of normality.

Multicollinearity Test

Test Multicollinearity aims to test whether the regression model found a correlation between the independent variables (independent). If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables equals zero. A good regression model should not correlate with the independent variables.

Test Multicollinearity compares the tolerance value and the variance inflation factor (VIF) with the required value. The required value for the tolerance value is greater than 0.01, and the VIF value is less than 10. The independent variable has multicollinearity if a count < a and VIF count > VIF. The independent variable does not experience multicollinearity if a count > a and the VIF count is more than VIF. The cutoff value commonly used to indicate the presence of multicollinearity is the tolerance value < 0.10 or the same as the VIF value > 10.

The results of the multicollinearity test using the SPSS 24 program are as follows:
Because the VIF value is lower than the requirement (<10), it can conclude that the multiple linear regression analysis does not have a multicollinearity problem, which means that the model developed is correct.

Table 4 ResultsMulticollinearity Test Analysis Residuals Statistics

	Minimum	Maximum	mean	Std. Deviation	N
Predicted Value	34.80	46.41	41.20	3.090	45
Std. Predicted Value	-2.071	1,688	.000	1,000	45
Standard Error of Predicted Value	.667	1,934	1080	.296	45
Adjusted Predicted Value	34.60	46.06	41.20	3.108	45
Residual	-14,404	9.178	.000	4.235	45
Std. Residual	-3.323	2.117	.000	.977	45
Studs. Residual	-3.497	2.157	.000	1.017	45
Deleted Residual	-15,955	9.527	.001	4,597	45
Studs. Deleted Residual	-4.104	2.260	-.016	1.090	45
Expensive. Distance	.064	7.777	1,956	1,739	45
Cook's Distance	.000	.439	.029	.074	45
Centered Leverage Value	.001	.177	.044	.040	45

a. Dependent Variable: Village Development Success

Heteroscedasticity Test

The heteroscedasticity test tests the variance of the residuals from one observation to another observation. If the residuals have the same variance, it is called homoscedasticity, and if the variances are not the same or different, it is called heteroscedasticity. There is no heteroscedasticity if the plot of data processing points using the SPSS program is between ZPERD (X=Y axis predicted) and SRESID (prediction YY axis – real Y) spreads below or above the origin point (number 0) on the Y-axis. And has no regular pattern. The results of the heteroscedasticity test using the SPSS 24 program are as follows;

Scatterplot
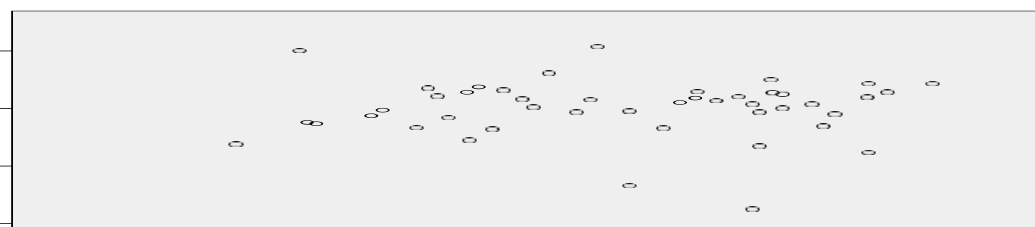**Dependent Variable: Village Development Success**

Figure 5 Analysis Results Heteroscedasticity test

Based on Figure 5, the scatterplot, it can see that the points in the image are randomly distributed and are spread above and below the number 0 on the Y-axis. It can be concluded that there is no heteroscedasticity in the regression model.

Autocorrelation Test

The autocorrelation test was conducted to identify an autocorrelation between the errors that occurred between the periods tested in the regression model. Test autocorrelation aims to test whether, in a linear regression model, there is a correlation between the confounding error in the period (t) and the error in the previous period (t - 1). The value of the Durbin-Watson test must examine to determine whether or not there is autocorrelation.
The results of the autocorrelation test using the SPSS 24 program are as follows:

Table 6 Autocorrelation Analysis Results Model Summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	Durbin-Watson
1	.589[a]	.347	.316	4.335	2.082

Predictors: (Constant), Village Apparatus, Leadership
Dependent Variable: Village Development Success

Based on table 4.3, the results of the autocorrelation test using the Durbin-Watson test. The calculated Durbin-Watson value obtained the Durbin Watson value of 2.082. Based on the existing categories, the Durbin-Watson value is in the range $1 < DW (2.082) < 4$, which means no autocorrelation. It can conclude that the multiple linear regression analysis carried out does not have an autocorrelation problem. Therefore, linear regression analysis can continue.

Multiple Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (x1, x2,…..xn) with the dependent variable (Y). This analysis determines the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related and predicts the value of the dependent variable if the value of the independent variable increases or decreases.
Based on the calculation of multiple linear regression analysis carried out through statistics using the SPSS 24 program, the following results are obtained:

Table 8 Multiple Regression Analysis Results Coefficients

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	10,657	8,588		1,241	.221	-6.673	27,988		
Leadership	.189	.229	.120	.827	.413	-.273	.651	.734	1.362
Village	.533	.150	.518	3.562	.001	.231	.836	.734	1.36

Apparatus											2

a. Dependent Variable: Village Development Success

Table 8 shows that based on the SPSS output above, the following regression equation is obtained: $Y = 10.657 + 0.189 X1 + 0.533 X2$. The model shows the meaning that:

1. Constant = 10,657
   If the variables of the Village Head Leadership Style, Village Apparatus Competence are assumed to be constant, the Success of Village Development will decrease by 10.657
2. Coefficient of Village Head Leadership Style (X1)
   The coefficient value of the Village Head Leadership Style is 0.189. Stating that an increase will follow every one score increase for the Village Head Leadership Style in Village Development Success of 0.189.
3. Coefficient of Competence of Village Officials (X2)
   The coefficient value of Village Apparatus Competence shows some 0.533 stating that if there is an increase of 1 score for Village Apparatus Competence, it will be followed by an increase in Village Development Success of 0.533.

Hypothesis Test Results
Independent Variable Partial Test (t-test)

For the dependent variable, the success of village development, a t-test is required to determine the link between two independent variables: village head leadership style and village apparatus competency. The t-test shows partial testing. If the probability value is <0.05, Ho is rejected, which means there is a significant effect. Partial test results can be seen in the following table:

Table 9 T-Test Analysis Results Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Toleran ce	VIF
1 (Constant)	10,65 7	8,588		1,241	.221	-6.673	27,988		
Leadership	.189	.229	.120	.827	.413	-.273	.651	.734	1.36 2
Village officials	.533	.150	.518	3.562	.001	.231	.836	.734	1.36 2

a. Dependent Variable: Village Development Success

a. **Variable t-Test Results Leadership Style to the Success of Village Development**
The following assumptions to the test to see if Leadership Style had a beneficial impact on Village Development Success:
H0 = Partially Leadership Style has no positive effect on
Village Development Success.
Ha = Partially, Leadership Style has a positive effect on
Village Development Success.
From the results of testing with the partial hypothesis of the t-test, as shown in the table above, the variable Leadership Style(X1) obtained an at-count value of 0.827. While the statistical table (t table) of1,684. And the sig value is 0.413, bigger than the common significance value of 0.05, which means Leadership Style is not significant to Village Development Success. So it can conclude that the independent variable leadership Style partially does not affect Village Development Success. It is concluded that Ho is accepted

and Ha is rejected, which means that partially the Leadership Style (X1) is not significant and has no positive effect on Village Development Success (Y).

b.   **t-test results in variable Village officials to the Success of Village Development**
       To prove that the Village Apparatus influences materiality, level Considerations through the tested hypotheses are as follows:
       H0 = Partially Village Apparatus No positive effect on
        Village Development Success
       Ha = Partially Village Apparatus positive effect on village Development Success.
       From the results of testing with the partial hypothesis of the t-test as shown in the table above, the variable Village officials(X2) obtained a t-count value of 3.562. While the statistical table (t table) of1,684. And the sig value is 0.001, smaller than the standard significance value of 0.05, which means village officials are significant to Village Development SuccessSo it can conclude that the independent variable Village officials partially affect Village Development Success. Then it is concluded that Ho is rejected and Ha is accepted, which means the Village Apparatus (X2) has a significant and positive effect on Village Development Success (Y).

Test By Simultaneous (F test)
Village Development Success (Y) can be proven by testing the following hypotheses, which include the following: X1: Leadership Style; X2: Village Apparatus.
H0 = Together Leadership Style and Village Apparatus
 It does not have a positive effect on Village Development Success
Ha = Together Leadership Style and Village Apparatus Have a Positive Effect
 to Village Development Success

Table 11 Simultaneous Test Analysis Results
ANOVAa

Model		Sum of Squares	df	Mean Square	**F**	Sig.
1	Regression	420.033	2	210,016	**11,177**	.000b
	Residual	789.167	42	18,790		
	Total	1209,200	44			

Dependent Variable: Village Development Success
Predictors: (Constant), Village Apparatus, Leadership

Table 4.6 above shows the simultaneous test results for the Leadership Style variable obtained f count = 11.177 and f table 2.43,f count 11.177 > f table 2.43then Ho is rejected and Ha is accepted. From the table above, it can also see that the significant level of 0.000 is smaller than 0.05. Based on this, it shows that together H3 states that the Leadership Style and Village Apparatus variables directly affect village Development Success.

Coefficient of Determination Test (R2)
       This test determines how strong or not the independent variable is on the dependent variable. If the value of R is closer to 1, the relationship gets stronger. On the other hand, if the R-value is close to 0, the relationship is weaker. The results of the correlation and determination test are shown in the following table:

Table 12 Coefficient of Determination Test Results Model Summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	Durbin-Watson
1	.589a	.347	.316	4.335	2.082

Predictors: (Constant), Village Apparatus, Leadership
Dependent Variable: Village Development Success

Table 4.6 above shows the value of R Square to analyze the Leadership Style and Village Apparatus towards village Development Success of 0.347 or 34.7%. This result means 34.7% variableVillage Development Success can be explained by the variables of Leadership Style and Village Apparatus. At the same time, the remaining 65.3% is explained by other variables not examined.

CONCLUSION

From the discussion above, the following conclusions can draw; Leadership is the ability to influence the behaviour of a person or group of people to achieve certain goals in certain situations in which there is an interaction between those who lead and those who are led to achieving common goals, either by influencing, directing, motivating and communicating and coordinating their subordinates. A leader in carrying out his leadership is not only limited to his ability to carry out programs, but more than that, the leader also has a distinctive leadership style. The leadership style of the village head is one of the important factors that influence the success of village development. The leadership style of the Sriamur village head is democratic. The evidence is because in providing direction, coordination and communication, decision making and supervision, the village community always involves the village community in the process and is willing to accept critical suggestions given by the Sriamur village community.

And the participation of the village community is one of the characteristics of village development and is the main element that influences the success or failure of village development.

Village development is a process carried out in a planned manner to achieve a better condition than before by utilizing the potential of natural resources and the potential of the Village Apparatus, which can directly or indirectly affect the welfare of the village community. Development has not been evenly distributed, and there are social gaps between hamlets in Sriamur Village. The village head has not been optimal in implementing government programs, so there are very striking differences between hamlets. So development continues to be carried out in stages to achieve even welfare distribution in Sriamur Village.

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