

The Effects of Leadership Style, Work Motivation, and Compensation on The Performance of Village Officials in Jenangan Subdistrict, Ponorogo Regency

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Abstract: The purpose of this study is to examine the performance of village officials in Jenangan Subdistrict, Ponorogo Regency, in terms of leadership style, work motivation, and compensation. This study examines the causal relationship between the research variables using quantitative techniques and an explanatory research design. The population in this study consists of all village officials in the region. The sample size comprises 125 respondents, calculated using the Slovin formula with a margin of error of 5%. The sampling strategy employed was stratified random sampling. Data collection was conducted using a Likert-scale questionnaire. Data analysis utilized multiple linear regression with SPSS software. The research findings indicate that leadership style, work motivation, and compensation have a positive and significant influence on the performance of village officials, both partially and simultaneously. This highlights the need to improve the quality of leadership, work motivation, and the compensation system to enhance the performance of village officials.

Abstrak: Tujuan penelitian ini adalah untuk mengkaji kinerja aparat desa di Kecamatan Jenangan, Kabupaten Ponorogo, terkait leadership style, motivasi kerja, dan kompensasi. Penelitian ini menguji hubungan kausal antara variabel-variabel penelitian dengan menggunakan teknik kuantitatif dan desain explanatory research. Populasi dalam penelitian ini adalah seluruh aparat desa di wilayah tersebut. Ukuran sampel terdiri dari 125 responden, yang dihitung menggunakan rumus Slovin dengan margin of error sebesar 5%. Strategi pengambilan sampel yang digunakan adalah stratified random sampling. Pengumpulan data dilakukan dengan menggunakan kuesioner penyebaran berbasis skala Likert. Teknik analisis data menggunakan regresi linier berganda dengan menggunakan perangkat lunak SPSS. Temuan penelitian menunjukkan bahwa leadership style, motivasi kerja, dan kompensasi memiliki pengaruh positif dan signifikan terhadap kinerja aparat desa, baik secara parsial maupun simultan. Hal ini menyoroti perlunya meningkatkan kualitas kepemimpinan, motivasi kerja, dan sistem kompensasi dalam meningkatkan kinerja aparat desa.

Keywords: Leadership Style, Work Motivation, Compensation, Performance

INTRODUCTION

Village governments play a very important role as the front line in implementing development and providing public services directly to the community. According to Sambologi, (2023), the village government serves as the official representative of the village community. As the lowest level of government, the village government not only has the right to manage its territory but also acts as a recipient of delegated authority from higher levels of government. Village governments are led by the village head, supported by staff, to represent the villagers in managing relationships both within and

outside the community. Villages have been granted greater power and autonomy, including in the management of the village budget and key assets. This directly positions village officials as the key to the success of local government programs. Therefore, improving the quality of human resources at the village level is essential to fostering accountability, effective management, and enhanced community well-being.

Although the demands placed on village officials are very high, conditions on the ground often reveal a serious gap between ideal expectations and practical reality. This phenomenon is clearly evident in Jenangan Subdistrict, Ponorogo Regency, where two significant incidents have highlighted weaknesses in governance and the performance of village officials. First, the case (source: ponorogo.pikiran-rakyat) involving the sealing off of village-owned land that had been misused for illegal mining indicates weak oversight and accountability on the part of village leadership, as well as a lack of responsibility among officials in safeguarding public assets. Second (source: ponorogo.go.id), residents' protests against overloaded trucks damaging roads demonstrate that village officials are unresponsive and lack firmness in addressing issues within their jurisdiction. These cases concretely show that the performance of village officials in Jenangan Subdistrict has yet to reach its full potential.

This situation indicates low motivation, as well as weak coordination and leadership initiative at the village level. Overall, this phenomenon shows that in Jenangan Subdistrict, there are still weaknesses in the village head's leadership style, the motivation of village officials, and a compensation system that is not yet commensurate with their responsibilities and occupational risks, resulting in suboptimal performance by village officials.

Performance is the primary dependent variable in this study. In general, performance can be defined as the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Fitriani, A., & Halim, (2023) state that in the context of village governance, performance evaluation is not only based on physical outputs but also takes into account accountability and the ability to respond to community needs. Putra, R. D., (2024) also notes that in the era of digital transformation in villages, the performance of village officials is significantly influenced by their ability to integrate technology with established operational procedures. The suboptimal performance of village officials in Jenangan Subdistrict indicates the presence of constraints stemming from internal factors, beginning with the leadership style employed.

One of the key influencing factors is leadership style. Leadership style refers to the way a leader encourages team members to collaborate in achieving organizational goals. A study by Saputra, A., & Pratama, (2022) shows that transformational leadership at the village level can significantly increase the work engagement of village employees compared to transactional leadership. To address issues such as asset misuse and slow public response in Jenangan Subdistrict, effective leadership is needed—

characterized by strong oversight and clear direction. Effective leadership, marked by strong oversight and clear direction, is essential for addressing issues such as asset misuse and slow public response, which in turn affect work morale.

An important variable to consider is work motivation. Ramadhan, (2023), in his research, revealed that currently, work motivation in the public sector is greatly influenced by the organizational climate and the clarity of career paths. When motivation is low, public officials tend to be unresponsive, which is clearly evident during public protests. In addition, work motivation is also closely linked to compensation. Wulandari, S., & Santoso, (2022) state that non-financial compensation, such as awards and social security, is now just as important as base salary in maintaining the stable performance of village officials. Fair compensation is a crucial aspect in strengthening motivation and sustainably improving the performance of village officials in Jenangan Subdistrict.

In addition to issues related to asset management and community response, the current challenge in Jenangan Subdistrict is the digital performance gap. Putra, R. D., (2024) explains that village employees must now be able to adapt to the village's digital information system, but there is often a discrepancy between the skills possessed by the workforce and the directives from leaders. This leads to mental stress that is not accompanied by appropriate motivation.

Furthermore, there is also the issue of inconsistent compensation. Research conducted by Wulandari, S., & Santoso, (2022) shows that in a number of villages, financial compensation payments (Siltap) are often delayed, which, according to Hidayat, (2023), can disrupt work motivation despite the presence of a transformational leadership style. The gap between the increased administrative workload following the pandemic and the stability of compensation payments is a critical issue whose impact on employee performance in Jenangan Subdistrict needs to be analyzed.

Although the relationships among these variables have been extensively studied, there are inconsistencies in the findings that require clarification, particularly in the context of village governance. A study by Rahayu, S., (2024) demonstrated that Motivation and Compensation have a positive effect, whereas another study by Nadia & Ida, (2024) showed less significant results for the Motivation variable. This theoretical inconsistency, coupled with real-world practical issues occurring in Jenangan Subdistrict, suggests that there are still latent variables or specific conditions that need to be tested simultaneously.

The selection of Jenangan Subdistrict, Ponorogo Regency, as the research subject was based on the principle of purposive sampling or a strong case study approach. Jenangan Subdistrict was chosen because it has explicitly shown indications of real performance issues, as verified by the two events highlighted in the introductory background section. The presence of clear phenomena misuse of assets and resident protests provides strong empirical validity for testing the research hypotheses. By focusing

the study on Jenangan Subdistrict, the research findings will be more specific, in-depth, and highly relevant in practical terms for efforts to improve governance in the region.

METHOD

This study employs a quantitative approach in the form of explanatory research, which aims to explain the causal relationship between independent and dependent variables through hypothesis testing. The independent variables in this study include leadership style, work motivation, and compensation, while the dependent variable is the performance of village officials. According to Sugiyono, (2020), the population refers to the general set of all objects or subjects that share specific traits and characteristics determined by the researcher for analysis, thereby enabling the researcher to draw accurate conclusions. The population in this study consists of all village officials in 15 villages and 2 urban sub-districts in Jenangan Subdistrict, Ponorogo Regency, totaling 180 village officials.

According to Fauzi, A., (2024), a sample is a portion of the total population and its characteristics, carefully selected to represent all subjects in the study. The selection of the sample must be appropriate so that the sample reflects the characteristics of the total population. The characteristics of the respondents in this study were defined by the criteria of having, at a minimum, a high school (SMA) or equivalent educational background and having worked for between 1 and 2 years, so that the respondents were considered to have sufficient experience and understanding of their duties and work environment. The researcher determined the sample size using the Slovin formula. The sample size in this study was determined using the Slovin formula with a tolerance level of 5%. In this approach, the sample size is calculated by dividing the total population by one plus the product of the population and the square of the error tolerance. Based on a population of 180 individuals, the calculation is conducted by dividing 180 by one plus 180 multiplied by 0.0025, resulting in 180 divided by 1.45. The final result of the calculation is 124.13, which is then rounded to 125 respondents.

The sampling method used in this study was *Stratified Random Sampling*, in which sample selection was conducted by taking into account strata (categories). Setiawan, B., (2024) explains that stratified random sampling is a method of selecting a sample by dividing the population into groups or strata that share similar characteristics based on specific criteria. Afterward, random samples are drawn from each of these strata. The purpose of this technique is to ensure that every level or group within the population such as different job positions or length of service within the village organization is proportionally represented in the research sample. This study will be conducted by distributing questionnaires to village officials in Jenangan Subdistrict, Ponorogo Regency. The distribution of these questionnaires will ensure representation from every subdistrict, thereby yielding comparable results across the entire regency.

RESULTS AND DISCUSSION

Respondent's Village Characteristics based on table 1, the distribution of respondents by village/subdistrict of origin shows that the number of respondents is not evenly distributed across each village. The largest number of respondents came from the villages of Mrican, Ngelayang, and Plalangan, with 10 people each (8.00%), followed by the villages of Panjeng and Paringan, with 9 people each (7.20%), while the smallest number of respondents came from the village of Singosaren, with 3 people (2.40%), and the village of Setono, with 4 people (3.20%). The dominance of respondents from Mrican, Ngelayang, and Plalangan villages provides a stronger picture of leadership conditions, work motivation, compensation, and the performance of village officials in villages with larger numbers of staff. Meanwhile, the inclusion of respondents from villages with smaller populations, such as Singosaren and Setono, still contributes to illustrating the variation in organizational conditions across the entire Jenangan Subdistrict.

Table 1 Respondent's Village Characteristics

No	Village	Frequency	Percent (%)
1	Jenangan	8	6.40
2	Jimbe	7	5.60
3	Kemiri	7	5.60
4	Mrican	10	8.00
5	Ngelayang	10	8.00
6	Ngrupit	7	5.60
7	Panjeng	9	7.20
8	Paringan	9	7.20
9	Pintu	7	5.60
10	Plalangan	10	8.00
11	Sedah	7	5.60
12	Semanding	7	5.60
13	Setono	4	3.20
14	Singosaren	3	2.40
15	Sraten	7	5.60
16	Tanjungsari	6	4.80
17	Wates	7	5.60
Total		125	100%

Table Source: Author data analyzed, 2026

A validity test assesses whether data accurately reflect reality and are reliable. A reliability test, on the other hand, involves a series of measurements that demonstrate consistency, even when the measurement tool is used repeatedly. If the calculated r and Cronbach's alpha are greater than the table r , then the indicator or survey item is considered valid and reliable. To calculate the calculated r value, correlate each score on a statement with the total score for that statement. The resulting correlation

coefficient must then be tested for significance by comparing it to the r table ($df = N - 2$, $df = 125 - 2 = 123$) for a two-tailed test at a 5% significance level. Based on the data in Appendix (5) and analyzed using SPSS Version 25, the results of the validity and reliability tests are as follows or can be seen in Appendix (6)

Table 2. Validity and Reliability Test

Construct	Indicator	r statistic	Cronbach's Alpha	r table
Leadership Style (X1)	X1.1	0.845	0,938	0.176
	X1.2	0.829		0.176
	X1.3	0.824		0.176
	X1.4	0.858		0.176
	X1.5	0.838		0.176
	X1.6	0.833		0.176
	X1.7	0.841		0.176
	X1.8	0.785		0.176
Work Motivation (X2)	X2.1	0.844	0,853	0.176
	X2.2	0.773		0.176
	X2.3	0.856		0.176
	X2.4	0.856		0.176
Compensation (X3)	X3.1	0.831	0,865	0.176
	X3.2	0.830		0.176
	X3.3	0.869		0.176
	X3.4	0.844		0.176
Performance (Y)	Y1	0.903	0,905	0.176
	Y2	0.878		0.176
	Y3	0.861		0.176
	Y4	0.888		0.176

Table Source: SPSS data analyzed, 2026

Based on the table above, it can be seen that the results of the validity test indicate that all statements related to the variables of *leadership style*, motivation, compensation, and performance as well as each of their respective items are considered valid. Therefore, they can be included in the subsequent data processing and used as analytical tools, as it has been demonstrated that each statement item yields a r statistic and Cronbach's alpha greater than the table r value (0.176).

Table 3. Multiple Linear Regression

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.898	.615		1.460
	Leadership Style (X1)	.245	.063	.412	3.909
	Motivasi (X2)	.305	.086	.317	3.557
	Kompensasi (X3)	.217	.096	.215	2.261

a. Dependent Variable: Kinerja (Y)

Table Source: SPSS data analyzed, 2026

The regression equation for the effects of *leadership style* (X1), work motivation (X2), and compensation (X3) on performance (Y) is as follows:

$$Y = a + b1.X1 + b2.X2 + b3.X3 + e$$

$$Y = 0.898 + 0,245X1 + 0,305 X2 + 0,217 X3 + 0,169$$

The equation shows that all independent variables have positive coefficients with respect to performance. The variable work motivation ($\beta = 0.305$) has the most dominant influence, followed by leadership style ($\beta = 0.245$) and compensation ($\beta = 0.217$). This indicates that an increase in each independent variable will be followed by an increase in village officials' performance, assuming all other variables remain constant. The constant term of 0.898 indicates that when all independent variables are set to zero, performance still has a baseline value of 0.898. Furthermore, the coefficient of determination ($R^2 = 0.831$) indicates that 83.1% of the variation in performance can be explained by leadership style, work motivation, and compensation, while the remaining 16.9% is influenced by other factors outside the research model.

The t-test is a statistical test used to determine the effect of each independent variable on the dependent variable (partial). This is done by comparing the calculated t-value with the critical t-value, where the significance level ($\alpha = 5\% = 0.05$), $N = 125$, $df = n - k - 1 = 125 - 3 - 1 = 121$; therefore, the critical t-value is 1.980.

Table 4. t-Test

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.898	.615		1.460
	Leadership Style (X1)	.245	.063	.412	3.909
	Motivasi (X2)	.305	.086	.317	3.557
	Kompensasi (X3)	.217	.096	.215	2.261

a. Dependent Variable: Kinerja (Y)

Table Source: SPSS data analyzed, 2026

The results of the regression analysis show that all independent variables have a positive effect on the performance of village officials. Specifically, the leadership style (X1) variable has a t-value of 3.909 with a significance level of $0.000 < 0.05$, indicating that leadership style has a positive and significant effect on performance. Furthermore, the work motivation (X2) variable has a t-value of 3.557 with a significance level of $0.001 < 0.05$, so it can be concluded that work motivation has a positive and significant effect on performance. Meanwhile, the compensation (X3) variable has a t-value of 2.261

with a significance level of $0.026 < 0.05$, indicating that compensation also has a positive and significant effect on performance. Thus, the three independent variables in this study have been shown to have a significant partial effect on the performance of village officials.

The t-test is a statistical test used to determine the effect of each independent variable on the dependent variable (partial). This is done by comparing the calculated t-value with the critical t-value, where the significance level ($\alpha = 5\% = 0.05$), $N = 125$, $df = n - k - 1 = 125 - 3 - 1 = 121$; therefore, the critical t-value is 1.980.

Table 5. f-test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	715.160	3	238.387	198.056	.000 ^b
Residual	145.640	121	1.204		
Total	860.800	124			

Table Source: SPSS data analyzed, 2026

Table 4 above shows that the calculated F-value for the variables *leadership style* (X1), work motivation (X2), and compensation (X3) with respect to performance (Y) is 198.056, which is greater than the critical F-value of 2.98. The F-table value is obtained from (df_1 (numerator) = $k = 3$, df_2 (denominator) = $n - k - 1 = 125 - 3 - 1 = 121$); thus, F-table ($df_1 = 3$; $df_2 = 121$) ≈ 2.68 with a significance level of $0.000 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, meaning that *leadership style* (X1), work motivation (X2), and compensation (X3) collectively influence the performance (Y) of village officials in Jenangan Subdistrict, Ponorogo Regency.

The Effect of *Leadership Style* (X1) on the Performance (Y) of Village Officials in Jenangan Subdistrict, Ponorogo Regency

The results of the study indicate that *leadership style* (X1) has a positive and significant effect on the performance of village officials in Jenangan Subdistrict, Ponorogo Regency. This is evidenced by a regression coefficient of 0.245 and a t-value of $3.909 > 1.980$, with a significance level of $0.000 < 0.05$. These findings indicate that the better the leadership style applied, the higher the performance level of village officials. Empirically, the leadership style in Jenangan Subdistrict tends to be communicative and participatory, as evidenced by the involvement of village officials in decision-making, the holding of regular coordination meetings, and periodic performance monitoring and evaluation. Leaders also serve as facilitators who are able to foster open communication, set a good example, and encourage collaboration. These conditions create a conducive work environment and lead to increased accountability and improved performance among village officials.

The findings of this study are consistent with the *Full Range Leadership Model (FRLM)* used in this study. According to Ramadhan, (2024), the FRLM explains that leadership effectiveness is determined not only by a leader's ability to give instructions but also by their ability to inspire, set an example, establish effective communication, provide oversight, and adapt their leadership style to the organizational context. In the context of village governance, the Village Head is expected to apply transformational leadership to foster motivation, innovation, and commitment among village officials, while simultaneously employing transactional leadership to maintain administrative discipline, ensure accountability in village financial management, and ensure compliance with regulations. Conversely, the *laissez-faire* leadership style should be minimized, as it can lead to weak supervision, poor coordination, and reduced effectiveness in public service delivery.

The findings of this study are consistent with various previous studies. A study by Fitrianiingsih & Nurpriadi, (2023) showed that leadership style has a positive and significant effect on the performance of village employees. A study by Novena Margareta., (2022) also demonstrated that *leadership style* has a significant effect on the performance of civil servants. Furthermore, a study by Nurianto., (2025) found that transformational leadership style has a positive and significant effect on the performance of village officials. Research by Risma & Halim, (2025) also states that *leadership style* has a significant effect on the performance of village officials. In addition, studies by Kuntoro, (2022) and Sambologi, (2023) also conclude that the leadership of the village head is one of the main factors capable of improving the performance of village officials.

Thus, the results of this study indicate that *leadership style* not only has a statistically significant effect on the performance of village officials but also has practical implications for improving the effectiveness of village governance. Leadership that effectively combines transformational and transactional behaviors will create a conducive work environment, boost the motivation of village officials, strengthen work discipline, and result in higher-quality public services for the community. Therefore, enhancing the leadership competencies of village heads is a crucial strategy for achieving a professional, accountable, and community-service-oriented village administration.

The Effect of Work Motivation (X2) on the Performance (Y) of Village Officials in Jenangan Subdistrict, Ponorogo Regency

The results of the study indicate that *leadership style* (X_1) has a positive and significant effect on the performance of village officials in Jenangan Subdistrict, Ponorogo Regency, as indicated by a t-value of $3.909 > 1.980$ with a significance level of $0.000 < 0.05$. This means that the better the leadership style applied, the higher the performance of village officials.

The findings of this study are also consistent with the theory described by Purnama, R., & Wijaya, (2024) regarding the factors that influence performance. According to this theory, motivation is one of the individual factors that significantly determines a person's success in performing their job. Employees with high motivation tend to have greater enthusiasm for work, are able to complete tasks with high quality, demonstrate strong commitment to the organization, and are more responsible in carrying out their duties. Conversely, low work motivation leads to decreased productivity, a lack of initiative, and suboptimal service to the public.

When compared with previous studies, the results of this study are consistent with various prior studies. A study by Fitrianingsih & Nurpriadi, (2023) concluded that work motivation has a positive and significant effect on the performance of village employees. A study by Novena Margareta, (2022) also demonstrated that work motivation has a significant effect on the performance of civil servants. Furthermore, a study by Rahayu, (2024) showed that work motivation has a positive and significant effect on the performance of village officials in Ngiluwar Subdistrict. A study by Nayni, (2023) also found that work motivation has a significant partial effect on teacher performance.

Thus, the results of this study demonstrate that work motivation not only has a statistically significant effect on the performance of village officials but also has practical implications for improving the effectiveness of village governance in Jenangan Subdistrict, Ponorogo Regency. Consequently, the village government needs to continue boosting officials' motivation by providing recognition for work achievements, increasing their sense of responsibility, offering opportunities for competency development and career guidance, and creating a work environment that fosters a strong work ethic and organizational commitment. These efforts are expected to improve the quality of public services, strengthen the accountability of village governance, and establish a professional, responsive, and community-oriented system of village governance.

The Effect of Compensation (X₃) on the Performance (Y) of Village Officials in Jenangan Subdistrict, Ponorogo Regency

The results of the study indicate that compensation (X₃) has a positive and significant effect on the performance of village officials in Jenangan Subdistrict, Ponorogo Regency, as evidenced by a regression coefficient of 0.217 and a calculated t-value of 2.261 > 1.980, with a significance level of 0.026 < 0.05. This indicates that an increase in compensation will lead to improved performance among village officials. Furthermore, the results of the simultaneous test show a calculated F-value of 198.056 with a significance level of 0.000 < 0.05, confirming that compensation, together with leadership style and work motivation, simultaneously has a significant effect on performance; thus, compensation remains a key factor in improving the performance of village officials.

The results of this study are consistent with the theory of compensation proposed by Putra, A. R., & Pratama, (2024)), which defines compensation as all forms of rewards provided by an organization to employees in return for their contributions. In public sector organizations, compensation serves not only as a reward for work completed but also as a strategic tool to maintain employee loyalty, boost morale, and promote high-quality public service. Therefore, a compensation system that is managed fairly and transparently will encourage village officials to work with greater discipline, accountability, and a focus on achieving organizational goals.

The findings of this study are consistent with various previous studies, as noted in the research by Novena Margareta, (2022), which concluded that compensation has a significant effect on the performance of civil servants and is even the most dominant variable. Furthermore, a study by Rahayu, (2024) showed that compensation has a positive and significant effect on the performance of village officials. Research by Nurianto, (2025) also demonstrated that compensation has a positive and significant effect on the performance of village officials in Mulyorejo Village, Jember Regency. Additionally, a study by Farida, (2024) found that compensation affects employee performance, while a study by Kuntoro, (2022) concluded that compensation has a positive effect on the performance of village officials. The consistency of these research findings indicates that compensation is a key factor that consistently enhances employee performance across various organizations, including village governments.

CONCLUSION

Based on the research findings, it can be concluded that leadership style, work motivation, and compensation both individually and collectively have a positive and significant effect on the performance of village officials in Jenangan Subdistrict, Ponorogo Regency. This indicates that improving the quality of leadership, work motivation, and an appropriate compensation system can optimally drive improvements in the performance of village officials. Therefore, village governments are expected to continue improving leadership effectiveness through effective communication, clear guidance, and attention to the needs of village officials. Additionally, efforts to boost work motivation through recognition and strengthened discipline, as well as the implementation of a fair compensation system commensurate with workloads, are necessary to support better performance. For village officials, it is important to continuously improve their professionalism, sense of responsibility, and competence in carrying out public service duties. Meanwhile, future research is expected to develop a research model by adding other variables and expanding the geographical scope to yield more comprehensive results.

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