

Analysis of the Influence of Work Discipline, Leadership Style, and Service at the Village Hall Office on the Level of Community Satisfaction

Case Study at the Slaharwotan Village Hall Office, Ngimbang District, Lamongan Regency

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Article Info	ABSTRACT
Keywords: work discipline, leadership style, service, community satisfaction, public service.	This study aims to analyze the influence of work discipline, leadership style, and service on the level of community satisfaction at the Slaharwotan Village Hall Office, Ngimbang District, Lamongan Regency. Community satisfaction is an important measure in the implementation of public services because it reflects the conformity between public expectations and the performance of services received. This study uses a quantitative approach with the population of the Slaharwotan Village community and a sample of 99 respondents. Data were collected through a questionnaire based on the Likert scale, then analyzed using validity, reliability, classical assumption, multiple linear regression, t-test, F-test, and determination coefficient with the help of SPSS. The results of the study showed that work discipline had a positive and significant effect on community satisfaction with a t-value of 6.605 and a significance of 0.000. Leadership style had a positive and significant effect with a t-value of 3.066 and a significance of 0.003. Services also had a positive and significant effect with a t-value of 2.829 and a significance of 0.006. Simultaneously, the three variables had a significant effect on community satisfaction with an F value of 42.897 and a significance of 0.000. The R Square value of 0.575 indicates that 57.5% of the variation in community satisfaction can be explained by work discipline, leadership style, and service. The dominant variable is work discipline because it has the highest standard regression coefficient and beta values.
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INTRODUCTION

Public services are one of the main functions of the government in meeting the needs of the community based on applicable regulations. In the context of village government, the quality of service becomes increasingly important because the village hall is the service unit closest to the community. Fast, accessible, fair, and responsive services will shape the community's positive perception of the village government. On the other hand, slow, uninformative, and

inconsistent services can reduce public satisfaction levels and undermine trust in government institutions.

According to Rochman Arif, service is a series of activities carried out to meet the needs and expectations of the community through the provision of fast, precise, friendly, and professional services. Good service quality is shown by the reliability of the officers, responsiveness to community needs, service assurance, empathy, and the availability of supporting facilities. The better the quality of service provided by village officials, the higher the level of community satisfaction.

Public satisfaction in public services is understood as the result of community evaluation of the performance of the services received. Satisfaction arises when service performance meets or exceeds community expectations. In the implementation of village government, satisfaction is not only influenced by service procedures, but also by the behavior of the apparatus, work discipline of employees, leadership of the village head or unit leader, and the availability of service facilities. Therefore, an evaluation of the internal factors of the service organization needs to be carried out to find out which aspects play the most role in increasing community satisfaction.

The Slaharwotan Village Hall Office, Ngimbang District, Lamongan Regency became the object of research because there were several service problems found at the initial observation stage. The service procedures have not been fully conveyed clearly to the public, among other things because there is no adequate service information board. In addition, a special waiting room is not available so that people who come to the village office have not received ideal service facilities. This condition shows the need to improve the public service system at the village level so that the community can get a better service experience.

In addition to the aspects of facilities and procedures, the work discipline of village officials is an important issue in public services. Untimely attendance, inconsistent service hours, and weak implementation of discipline rules can hinder services to the community. In village administrative services, delays or absence of apparatus can be directly felt by residents because community needs are often related to documents, certificates, and other administrative matters that require quick service.

Leadership style is also an important factor because leaders play a role in directing, supervising, and building the work culture of village officials. Leadership that is able to set an example, make the right decisions, and direct employees to serve fairly will support the improvement of service quality. On the other hand, ineffective leadership can lead to weak coordination, lack of discipline, and low responsibility of the apparatus in providing services to the community.

Based on this background, this study is directed to analyze the influence of work discipline, leadership style, and service on community satisfaction at the Slaharwotan Village Hall Office. This research is expected to make a practical contribution to the village government in improving the quality of public services, as well as making an academic contribution to the development of public service management studies at the village government level.

Literature Review

Work Discipline

Work discipline is the attitude and behavior of employees in obeying organizational rules, standards, and regulations. In public service organizations, work discipline is not only related to attendance and punctuality, but also to compliance with service procedures, responsibility in completing work, and consistency of apparatus in serving the community. Mangkunegara explained that discipline is a management action to enforce organizational standards. Thus, work discipline is an important instrument to ensure that services run orderly, smoothly, and on time.

In the context of village offices, work discipline is closely related to community satisfaction. Apparatus who are present on time and carry out their duties according to the rules will make it easier for the public to obtain services. On the other hand, undisciplined apparatus can cause queues, delays in document processing, and public dissatisfaction. Therefore, the higher the work discipline of the apparatus, the greater the chance of creating public satisfaction.

Leadership Style

Leadership style is a leader's pattern of behavior in influencing, directing, and moving his subordinates to achieve organizational goals. Sutrisno stated that leadership is related to the activity of moving others to achieve the expected results through the process of leading, guiding, and influencing. At the village level, the village head or office leader has an important role in building a work culture, directing the apparatus, and ensuring that public services run according to the needs of the community.

Effective leadership can create an orderly work environment, build employee motivation, and encourage the apparatus to provide fair service. In a public service organization, a good leadership style is not only seen from the ability to make decisions, but also from the ability to build communication, set an example, and maintain consistency in the implementation of rules. Thus, the leadership style is assumed to affect public satisfaction through improving the quality of work of the apparatus.

Services

Service is an activity to meet the needs of the community through processes, procedures, and interactions between service providers and service recipients. The quality of public services can be assessed from responsiveness, ease of access, physical evidence, fairness, and effectiveness. Manengal stated that service quality is a dynamic condition related to products, services, human resources, processes, and the environment that can meet or exceed expectations. In village services, the quality of service is reflected in the clarity of procedures, friendliness of the apparatus, the availability of facilities, and the speed and accuracy of the service process.

Good service will strengthen community satisfaction because people feel that their administrative needs are well met. Services that are unclear, slow, or unfair can cause a negative perception of the village office. Therefore, service is one of the important variables in this study.

Community Satisfaction

Community satisfaction is an evaluative response of the community after comparing expectations with the performance of the services received. In public services, community satisfaction reflects the success of agencies in providing services that are in accordance with the needs of residents. Satisfaction can be formed if the community feels that the services provided are fast, clear, fair, and in accordance with procedures. In the context of this study, community satisfaction is positioned as a dependent variable influenced by work discipline, leadership style, and service at the Slaharwotan Village Hall Office.

Hypothesis Development

Based on theoretical studies and previous research findings, the hypotheses proposed in this study are: H1, work discipline has a partial effect on community satisfaction; H2, leadership style has a partial effect on community satisfaction; H3, services have a partial effect on community satisfaction; and H4, work discipline, leadership style, and service have a simultaneous effect on community satisfaction.

METHOD

This study uses a quantitative approach with the aim of testing the influence of free variables on bound variables. The independent variables in this study were work discipline (X1), leadership style (X2), and service (X3), while the bound variable was community satisfaction (Y). The location of the research is the Slaharwotan Village Hall Office, Ngimbang District, Lamongan Regency.

The research population is the people of Slaharwotan Village who have received or used services at the Slaharwotan Village Hall Office. The research sample amounted to 99 respondents. Primary data were obtained through the distribution of questionnaires with a Likert scale of 1 to 5, while secondary data were obtained from supporting documents and related literature. The questionnaire was compiled based on the indicators of each variable, then tested for validity and reliability before being used in the main analysis.

Data analysis techniques include descriptive analysis, validity test, reliability test, classical assumption test, multiple linear regression analysis, t-test, F test, and determination coefficient. The regression model used in this study is $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. Data processing is carried out with the help of SPSS software.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents of the study were 99 people. Based on gender, female respondents dominated 75 people or 75.8%, while male respondents totaled 24 people or 24.2%. Based on age, the 21-30 year old group is the largest group, which is 71 people or 71.7%. Based on occupation, the most respondents were self-employed as many as 51 people or 51.5%, followed by students/students as many as 41 people or 41.4%. Based on the latest education, the majority of respondents had a high school education as many as 66 people or 66.7%.

Classical Instrument Tests and Assumptions

The results of the validity test showed that all statement items on the variables of work discipline, leadership style, service, and community satisfaction had a calculated r value greater than the r of the table of 0.1663, so that all items were declared valid. The results of the reliability test showed that the value of Cronbach's Alpha was greater than 0.60 for each variable, namely work discipline 0.627, leadership style 0.779, service 0.615, and satisfaction 0.620. Thus, the research instrument is declared reliable.

The results of the classical assumption test show that the regression model meets the feasibility of the analysis. The VIF value of each variable was below 10, namely work discipline 1.464, leadership style 1.083, and service 1.369, so there was no problem of multicollinearity. The Durbin-Watson value of 1.965 is in the range of -2 to +2 so the model shows no symptoms of autocorrelation. The results of the normality and heteroscedasticity tests also show that the model is feasible to use for regression analysis.

Multiple Linear Regression Results

The results of multiple linear regression analysis are presented in the following table.

Variabel	B	Beta	t count	Sig.	Remarks
Konstanta	1,643	-	1,624	0,108	Not tested as a hypothesis
Work Discipline (X1)	0,517	0,534	6,605	0,000	Signifikan
Leadership Style (X2)	0,175	0,213	3,066	0,003	Signifikan
Service (X3)	0,215	0,221	2,829	0,006	Signifikan

Source: The results of SPSS data processing, extracted from the thesis.

Based on these results, the regression equation obtained is $Y = 1.643 + 0.517X_1 + 0.175X_2 + 0.215X_3$. This equation shows that any improvement in the variables of work discipline, leadership style, and service will increase community satisfaction, assuming the other variables are in a fixed condition. The largest regression coefficient is owned by work discipline, which is 0.517, so that work discipline is the most powerful variable in increasing community satisfaction.

Partial Test

The results of the t-test showed that work discipline had a positive and significant effect on community satisfaction. The calculated t value of 6.605 is greater than the t of the table of 1.985 with a significance value of $0.000 < 0.05$. This means that the better the work discipline of the village apparatus, the higher the community satisfaction. This finding is logical because the discipline of the apparatus, especially in attendance, punctuality, and task completion, is directly felt by the community in need of administrative services.

Leadership style also has a positive and significant effect on community satisfaction. The calculated t value of 3.066 is greater than the t of the table 1.985 with a significance value of $0.003 < 0.05$. This shows that leadership that is able to direct, supervise, and set an example for village officials will contribute to better service. Effective leaders can build an orderly and responsive work culture, so that the community feels the benefits in the service process.

Services had a positive and significant effect on community satisfaction with a calculated t value of 2.829 greater than the t table of 1.985 and a significance value of

0.006 < 0.05. These findings show that service quality remains an important factor in creating satisfaction. Procedural clarity, friendliness, responsiveness, and fairness in service are elements that determine the community's experience when dealing in village offices.

Simultaneous Test and Coefficient of Determination

Model Size	Value
R	0,758
R Square	0,575
Adjusted R Square	0,562
F count	42,897
Sig. F	0,000
Durbin-Watson	1,965

Source: The results of SPSS data processing, extracted from the thesis.

The results of the F test show that work discipline, leadership style, and service simultaneously have a significant effect on community satisfaction. The value of the calculated F of 42.897 is greater than the F of table 2.70 with a significance value of 0.000 < 0.05. Thus, the research model can explain the relationship between internal factors of village services and community satisfaction.

The R Square value of 0.575 indicates that 57.5% of the variation in community satisfaction can be explained by work discipline, leadership style, and service. The remaining 42.5% is explained by other factors outside the research model, such as service facilities, clarity of information, organizational culture, apparatus competence, service digitization system, or social factors of the community. The highest standard beta value is found in work discipline at 0.534, so this variable is the most dominant variable affecting public satisfaction.

Discussion

The findings of this study confirm that community satisfaction in village services cannot be separated from the discipline of the apparatus. In public services at the village level, the community needs certainty of time and certainty of the process. When village officials are present on time, run service hours consistently, and complete tasks according to their responsibilities, the community will feel that service is easier and more trustworthy. Therefore, work discipline needs to be a priority for improving management at the Slaharwotan Village Hall Office.

The influence of leadership style on public satisfaction shows that leaders have a strategic role in directing the behavior of the apparatus. Effective leadership can strengthen work discipline, build internal communication, and encourage more responsive service. In the context of village offices, leaders not only play the role of decision-makers, but also role models of discipline and supervisory of service quality.

The effect of service on community satisfaction shows that the community assesses services from direct experience when interacting with village officials. Friendly, clear, fair, and fast service will result in positive perceptions. However, the results of initial observations that showed that the information board and waiting room facilities were not optimal became an important note for the village government. Improvements to supporting

facilities, clarity of procedures, and increased friendliness of apparatus need to be carried out so that public services further meet the expectations of the community.

Overall, the results of this study show that increasing community satisfaction needs to be done through an integrated approach. The village government needs to strengthen work discipline as the foundation of service, implement leadership that is able to direct the apparatus effectively, and improve the quality of services oriented to the needs of the community. With the combination of these three aspects, the Slaharwotan Village Hall Office can strengthen public trust and improve the quality of village service governance.

CONCLUSION

Based on the results of the research, it can be concluded that work discipline has a positive and significant effect on community satisfaction at the Slaharwotan Village Hall Office, Ngimbang District, Lamongan Regency. Leadership style also has a positive and significant effect on community satisfaction. Services have a positive and significant effect on community satisfaction. Simultaneously, work discipline, leadership style, and service had a significant effect on community satisfaction with an F value of 42.897 and a significance of 0.000.

The R Square value of 0.575 indicates that 57.5% of public satisfaction can be explained by three research variables, while 42.5% is influenced by other factors outside the model. The most dominant variable was work discipline, because it had a regression coefficient of 0.517 and a standard beta of 0.534 which was higher than other variables. The practical implications of this study are the need to strengthen disciplinary rules, increase leadership supervision, provide clear service information, and improve service facilities so that community satisfaction can increase sustainably.

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