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Integration of Intellectual, Emotional, and Spiritual Intelligence in Improving Public Services in Sampe Cita Village

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Abstract

The influence of intellectual intelligence, emotional intelligence, and spiritual intelligence on the quality of public service performance in Sampe Cita Village is the main objective of this study. This study uses a quantitative approach and involves a number of respondents from village officials and communities that receive public services. Data was collected through questionnaires that aimed to measure intellectual intelligence, emotional intelligence, and spiritual intelligence, as well as people's perceptions of the quality of public service performance. To find out how much each of these three intelligence variables contributes to improving the quality of public service performance, multiple regression techniques are used to analyze the data. The results of the research are expected to improve our understanding of how important public services are at the village level to enhance intellectual, emotional, and spiritual intelligence. It is hoped that these findings will also serve as a basis for making policies and strategies to improve public services in Sampe Cita Village and other areas with similar characteristics. Since the quality of public services is one of the main indicators of the success of government at the local level, this research is important. More efficient, effective, and community-oriented public services can be made by understanding the components that affect the performance of public services.

Keywords:
Intellectual Intelligence, Emotional Intelligence, Spiritual Intelligence, Public Service Performance, Sampe Cita Village

Introduction

The implementation of public services in Indonesia still faces challenges such as an inefficient government system and limited human resources, which is reflected in public complaints about procedures and governance in government offices. If not addressed, this can damage the image of the local government (Kusmadiyanti, 2025). Quality public services are an indicator of the success of local government, increasing public trust, and social welfare. Sampe Cita Village, as the smallest government entity, also faces challenges in improving the quality of services, which is influenced by the intellectual, emotional, and spiritual intelligence of village officials. This study aims

to analyze the influence of these three intelligences on the quality of public service performance in Sampe Cita Village, with the hope of providing insights for more effective policies and training programs and improving the quality of public services in other villages and regions. In addition, this research is also expected to fill the literature gap related to the interaction of the three intelligences in the performance of public services at the local level and provide a basis for improving a more efficient service system (Kusmadiyanti, 2025).

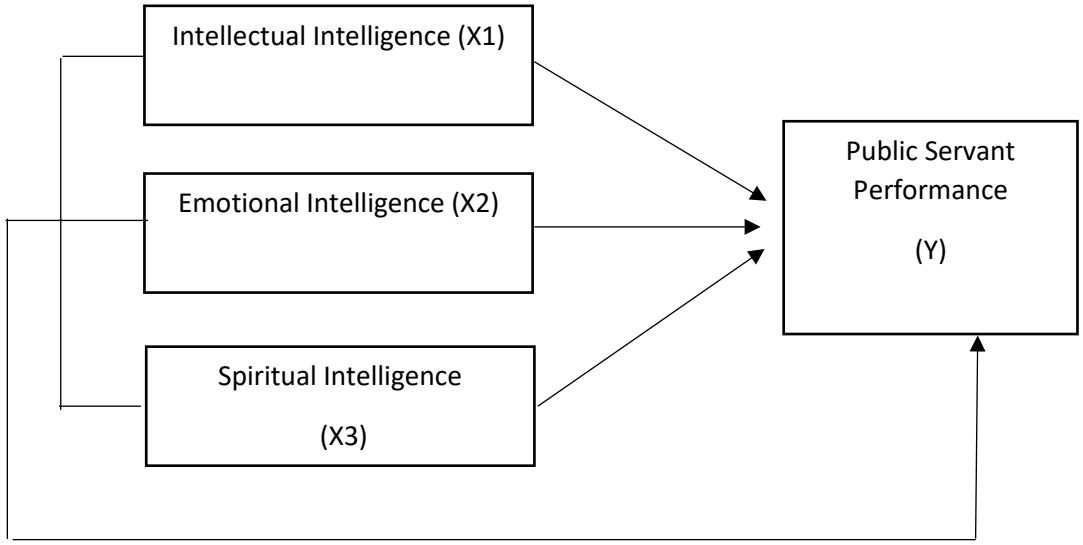
Literature Review

1. Public Service Performance
   Service performance must be in accordance with the principles of good governance, including legal certainty, transparency, responsiveness, justice, effectiveness, efficiency, responsibility, accountability, and not abusing authority to meet the basic needs of citizens (Surjadi, 2009). According to Y. C. Yen, improving the quality of public services involves three main things: the development of government institutions, changes in bureaucratic attitudes, and redesigning the implementation of government obligations with strategies such as simplifying the bureaucracy, prioritizing the interests of the community, and empowering subordinates (Surjadi, 2009).
2. Definition of Intellectual Intelligence
   Traditional intelligence includes the ability to read, write, and count which is the focus of formal education. Intellectual intelligence (IQ) is related to rational and logical abilities, which are 80% inherited from parents and 20% formed at the age of 0-2 years (Pasek, 2015). IQ includes the ability to learn from experience, think metacognitively, and adapt to the environment. It is related to analytical skills, logic, speech, spatial awareness, as well as mastery of mathematics. IQ measures the speed at which you learn new things, concentrate, remember information, think abstractly, and solve problems and apply knowledge (Sternberg, 2008).
3. Emotional Intelligence
   Emotional intelligence (EI) is the ability to recognize, understand, and manage one's own emotions and influence the emotions of others. This concept was popularized by Daniel Goleman in his book "Emotional Intelligence: Why It Can Matter More Than IQ" (1995). Goleman identified five key components of EI: self-awareness, self-management, motivation, empathy, and social skills. Self-awareness involves understanding one's own moods and emotions, self-management includes the ability to control negative impulses, motivation is the drive to achieve goals, empathy is the ability to understand the feelings of others, and social skills include relationship management. The main goal of EI development is to improve the ability to manage oneself and relationships effectively (Goleman, 1995).
4. Spiritual Intelligence

Spiritual intelligence (SQ) is the ability to understand and live spiritual values in daily life, as well as integrate them in actions and decisions. This concept includes meaning, purpose in life, and a connection with something greater than oneself (Zohar & Marshall, 2000). SQ is considered the ultimate intelligence that helps us solve problems of meaning and value, as well as feel a connection to the universe or a greater force. It also includes the ability to develop strong moral and ethical values as a guide in interacting and facing life's challenges, with the aim of achieving inner well-being and meaningful living. Overview of Sampe Cita Village

Methods

This study uses a quantitative approach with a survey method. Data was collected through questionnaires filled out by village officials and communities receiving public services. Data analysis was carried out using multiple linear regression techniques to test the hypotheses that have been formulated. This study aims to examine the influence of intellectual intelligence, emotional intelligence, and spiritual intelligence on the quality of public service performance in Sampe Cita Village.



Pictures. 1 Frame of Mind

Based on the formulation of the problems that have been identified, the conceptual framework of this research can be explained as follows:

1. Independent Variables:
    - Intellectual Intelligence (X1): The ability to think logically, analytically, and solve problems possessed by village officials in carrying out public service tasks.
    - Emotional Intelligence (X2): The ability to recognize, understand, and manage one's own and others' emotions, which affect professional interactions and relationships in the context of public service.

- Spiritual Intelligence (X3): Awareness and appreciation of spiritual values, as well as how these values affect the motivation and work ethic of village officials in providing public services.

2. Variable Dependen:
   - Quality of Public Service Performance (Y): The level of effectiveness, efficiency, and responsiveness of services provided by village officials to the community.
   - Relationships Between Variables
   - The Influence of Intellectual Intelligence on the Quality of Public Service Performance (H1):
   - Hypothesis: Intellectual intelligence has a positive and significant effect on the quality of public service performance in Sampe Cita Village.
   - Theoretical basis: Village officials with high intellectual intelligence are able to make the right decisions, solve problems effectively, and improve operational efficiency in public services.
   - The Effect of Emotional Intelligence on the Quality of Public Service Performance (H2):
   - Hypothesis: Emotional intelligence has a positive and significant effect on the quality of public service performance in Sampe Cita Village.
   - Theoretical basis: High emotional intelligence helps village officials manage stress, communicate effectively, and build harmonious working relationships, which in turn improves the quality of public services.
   - The Influence of Spiritual Intelligence on the Quality of Public Service Performance (H3):
   - Hypothesis: Spiritual intelligence has a positive and significant effect on the quality of public service performance in Sampe Cita Village.
   - Theoretical Basis: Village officials with high spiritual intelligence have a strong motivation to work with integrity and high work ethic, which has a positive impact on the quality of public services.
   - Simultaneous Influence of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence on the Quality of Public Service Performance (H4):
   - Hypothesis: Intellectual intelligence, emotional intelligence, and spiritual intelligence simultaneously have a positive and significant effect on the quality of public service performance in Sampe Cita Village.
   - Theoretical Basis: The combination of these three intelligences can have a more holistic and strong impact on improving the quality of public services, because each intelligence complements each other in influencing individual performance

The data collection methods used were observation and interviews for primary data, as well as literature studies for secondary data. Primary data was obtained directly through the distribution of questionnaires to respondents, while secondary data was

collected from theoretical books and related scientific works. The data quality test is carried out with a validity test to measure whether the questionnaire is valid or valid, where the question item is considered valid if the validity value is more than 0.30 (Sugiyono, 2018). In addition, a reliability test is used to ensure the consistency of respondents' answers, where the questionnaire is considered reliable if the answers are stable and not random.

Results

This research was carried out by distributing questionnaires at the Sampe Cita Village Office. Questionnaires were distributed to employees and questionnaire returns from respondents received during the deployment were as many as 30 respondents. In this study, respondents were taken based on criteria that have been set by the researcher using a sampling technique that is saturated sampling, the number of respondents was 30 respondents. The following overview of respondents is explained in the following table.

Table 1. Characteristics of Respondents by Gender

Gender	Number of Respondents	Presentase (%)
Man	22	73,3
Woman	8	26,7
Total	30	100

Based on Table 1, it can be seen that the respondents with the male gender are 73.3% and women are 26.7%. It can be concluded that the majority of respondents in this study are male.

Table 2. Characteristics of Respondents Based on Education Level

Types of Education	Number of Respondents	Presentase (%)
SMA	18	60
D3	-	-
S1	12	40
Total	30	100

Based on Table 2, it can be seen that respondents with high school education are 60%, and S1 are 40%. The majority of respondents were high school graduates, 18 respondents with a percentage of 60%. It can be concluded that the level of education of village officials is dominated by high school education.

Table 3. Characteristics of Respondents by Age

Age (Year)	Number of Respondents	Presentase (%)
20-30	9	30
31-40	16	53,3
41-50	5	16,7

>50	-	-
Total	30	100

Based on Table 3, it can be seen that respondents with the age of 20-30 are 30%, the age of 31-40 is 53.3%, the age of 41-50 is 16.7%. The majority of respondents were 31-40 years old, as many as 16 respondents with a percentage of 53.3% which is a productive age and quite experienced

Table 4. Characteristics of Respondents Based on Length of Service

Tenure	**Number of Respondents**	**Presentase (%)**
> 10 Years	2	6,7
5 – 10 Years	18	60
< 5 Years	10	33,3
Total	30	100

Based on Table 4, it can be seen that 2 respondents who worked for more than 10 years (6.7%) were the Village Secretary for 15 years and the Head of the Government for 23 years, while those who worked for 5 - 10 years 76 were 22 people (60%), namely the Head of Services, Head of Planning and Head of General Affairs for 7 years, then Head of Finance for 9 years and part of the Head of Hamlet. Respondents who have a working period of no more than 5 years are 10 people (33.3%) of the entire Village apparatus, this is related to the change of the Village apparatus every time there is a change of Village Head Leader.

This research consists of 3 (three) independent variables, namely work discipline, workload and work motivation and 1 (one) bound variable, namely employee performance. with the distribution of questionnaires that must be filled out by 30 respondents. The questionnaire answers are provided in 5 alternative answers, namely:

a. Strongly Agree (SS) with a score of 5
b. Agree (S) with a score of 4
c. Neutral (N) with a score of 3
d. Disagree (TS) with a score of 2
e. Strongly Disagree (STS) with a score of 1

Table 5. Category Average Rating Respondent Answers

Average	**Information**
1,00-1,80	Bad
1,81-2,60	Not Good
2,61-3,40	Pretty Good
3,41-4,20	Good
4,21-5,00	Excellent

The table above shows that there are 5 categories of average respondents' answers, namely not good, not good, quite good, good and very good (Sugiyono, 2016). The results of the descriptive analysis of each research variable can be seen in the following discussion. The answers from the respondents to the Work Discipline variable (variable X1) are displayed in the following tables:

Table 6. Respondents' Answers and Frequencies for Discipline Variables Work (X1)

No	Statement	Frequency					Mean	Category
		SS	S	N	TS	STS		
1	The village apparatus is always present on time.	6	15	7	2	-	3,83	Good
2	The absence of village officials has an impact on office management working hours	7	10	6	7	-	3,57	Good
3	The village apparatus complies with every applicable regulation in the office.	9	6	6	9	-	3,50	Good
4	The village apparatus does not leave the office without a clear reason during working hours.	5	11	9	5	-	3,53	Good
5	The village apparatus is able to work to achieve the targets desired by the office.	6	10	8	6	-	3,53	Good
6	Village officials are able to work using office facilities well.	12	4	8	6	-	3,73	Good
7	The village apparatus is able to work carefully.	1	11	13	5	-	3,27	Enough Good
8	Village officials work responsibly	5	13	5	6	1	3,50	Good
9	Village apparatus works honestly	7	14	4	5	-	3,77	Good
10	Village officials have a sense of mutual respect	2	9	13	6	-	3,23	Pretty Good

	for the people around them.							

Based on the table above, it can be seen the respondents' answers to the work discipline variable. The lowest mean value in the above variable is 3.23 in statement ten that the village apparatus can respect each other quite well. The highest mean value of 3.83 in the first statement is that the village apparatus is always present on time. According to Harlie (2017), work discipline has a positive effect on employee performance, which means that if work discipline increases, it will also improve employee performance. The value of the correlation coefficient shows that the strength of the relationship between work discipline and employee performance is very strong, meaning that any small change, whether increasing or decreasing in work discipline, will affect the improvement or decrease in employee performance greater. The answers from the respondents to the Workload variable (X2) are shown in the following tables:

Table 7 Respondents' Answers and Frequency of Workload Variables (X2)

No	Statement	Frequency					Mean	Category
		SS	S	N	TS	STS		
1	The Village Apparatus can carry out their duties well without fatigue.	4	13	9	4	-	3,57	Good
2	The Village Apparatus does not feel physically tired in carrying out work.	10	6	2	9	3	3,37	Good
3	The Village Apparatus can complete additional work suddenly.	1	12	14	3	-	3,37	Good
4	Village officials can work without any pressure.	4	12	11	3	-	3,57	Good
5	The Village Apparatus can complete the work quickly and promptly.	8	9	10	3	-	3,27	Enough Good
6	Village officials can take a break for a while so as not to feel a heavy workload.	2	11	12	5	-	3,33	Enough Good

Based on the table above, it can be seen the respondents' answers to the variables of work discipline. The lowest mean value in statement five with a mean value of 3.27 means that the village apparatus can complete the work quickly and promptly. The highest mean value is 3.57 that the village apparatus can carry out its duties well. Considering that human work is mental and physical, each has a different level of burden. Too high a load level allows excessive energy consumption and overstress, on the other hand, too low a load intensity allows boredom and saturation or under stress. At a reasonable level, the workload that must be done by employees should be within the limits of their abilities, both the amount of work and the level of difficulty faced. However, it is not uncommon for certain conditions to increase this workload and beyond reasonable limits so that it can result in work stress.
The answers from the respondents to the Motivation variable (X3) are shown in the following tables:

Table 8. Respondents' Answers and Frequency to Motivational Variables (X3)

No	Statement	Frequency					Mean	Category
		SS	S	N	TS	STS		
1	Village officials are motivated to work because of the fulfillment of salaries Meet your expectations	10	6	2	9	3	3,37	Pretty Good
2	Village officials are motivated to work because of the guarantee Basic needs	16	11	1	2	-	4,37	Excellent
3	Motivated Village Apparatus to work because they feel safe at work	13	10	2	5	-	4,03	Good
4	Village officials are motivated to work because of the existence of Old Age Guarantee	4	13	9	4	-	3,57	Good
5	Village Apparatus is motivated to build good relationships with office colleagues well.	11	7	9	3	-	3,87	Good

6	Village officials are motivated to work because of the support from their superiors	15	7	3	2	3	3,97	Good
7	Village officials are motivated to achieve a position higher in the agency.	14	8	3	5	-	4,03	Good
8	Motivated Village Apparatus to work better to be more appreciated	11	7	9	3	-	3,87	Good

Based on the table above, it can be seen the respondents' answers to the variables of the work environment. The lowest mean value was 3.37 in the first statement, which means that the Village apparatus is not sufficiently motivated due to the lack of salary fulfillment. The highest mean value of 4.37 in the second statement is that the village apparatus is motivated to work because of the fulfillment of basic needs. Motivation is a very important thing to pay attention to by the government if they want every employee to be able to make a positive contribution to the achievement of organizational goals, because with motivation, an employee will have a high enthusiasm in carrying out the tasks given to him

The answers from the respondents to the Employee Performance variable (Y) are displayed in the following tables:

Table 9. Respondents' Answers and Frequency of Performance Variables (Y)

No	**Statement**	**Frequency**					**Mean**	**Category**
		SS	**S**	**N**	**TS**	**STS**		
1	The village apparatus can work meticulously	4	13	9	4	-	3,57	Good
2	The village apparatus can complete the work with a small error rate	8	9	5	8	-	3,57	Good
3	The village apparatus can meet the expected amount of work output	9	6	6	9	-	3,50	Good
4	Village officials can complete additional work from superiors	5	11	9	5	-	3,53	Good

5	The village apparatus is able to work according to the time procedures has been determined.	6	10	8	6	-	3,53	Good
6	The village apparatus can complete the work according to the set time.	12	4	8	6	-	3,73	Good
7	Village officials take the initiative to work efficiently	1	11	13	5	-	3,27	Enough Good
8	The village apparatus works without any mistakes that are detrimental to the office	11	7	9	3	-	3,87	Good
9	Village officials work with strict supervision	2	12	9	7	-	3,30	Enough Good
10	The village apparatus successfully completed the work with the existing supervision from the superiors.	2	9	13	6	-	3,23	Pretty Good
11	Village apparatus can complete work with your colleagues	4	13	9	4	-	3,57	Good
12	The village apparatus took the initiative to help colleagues who had difficulties in working	11	7	9	3	-	3,87	Good

Based on the table above, it can be seen the respondents' answers to the employee performance variables. The lowest mean value of 3.23 on statement ten means that village officials can work under supervision from superiors. The highest mean value was 3.87 in statement eight that the village apparatus could work without any errors and in the twelfth statement, namely that the village apparatus took the initiative to help colleagues who were experiencing difficulties. Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Increasing individual performance is also likely to improve the performance of the Village office. To determine the feasibility of the items in the list of questions (questionnaire), it is necessary to conduct a validity test. If the validity of each question is greater than (>) 0.30, then the question item is considered valid (Rusiadi, 2017).

Table 10. Validity Test Results of Work Discipline Variable Questions

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	31.633	44.585	0.596	0.878
X1.2	31.900	43.955	0.460	0.888
X1.3	31.966	39.206	0.731	0.867
X1.4	31.933	41.789	0.729	0.868
X1.5	31.933	41.375	0.705	0.870
X1.6	31.733	38.340	0.815	0.860
X1.7	32.200	44.855	0.613	0.878
X1.8	31.966	41.620	0.635	0.875
X1.9	31.700	46.079	0.353	0.894
X1.10	32.233	43.978	0.632	0.876

The results of the SPSS output are known to have validity values in the Corrected Item-Total Correlation column, each question has a value greater than 0.30 so that the results are obtained that all questionnaire questions are valid and suitable for use. The results of the validity test of 10 questions on the Work Discipline variable can be declared valid because all coefficient values are greater than 0.30.

Table 11 Validity Test Results of Workload Variable Questions

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	16.900	15.197	0.578	0.831
X2.2	17.100	10.231	0.811	0.794
X2.3	17.100	16.783	0.467	0.849
X2.4	16.900	14.714	0.699	0.811
X2.5	17.200	14.097	0.678	0.812
X2.6	17.133	15.085	0.649	0.820

From table 12 above, the SPSS output results are known to be valid in the Corrected Item-Total Correlation column, each question has a value greater than 0.30 so that the results are obtained that all questionnaire questions are valid and suitable for use. The

validity test results of 6 question items on the Workload variable can be declared valid because all coefficient values are greater than 0.30.

Table 12. Validity Test Results of Motivational Variable Statements

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	27.700	31.183	0.601	0.867
X3.2	26.700	37.666	0.465	0.874
X3.3	27.033	35.137	0.530	0.869
X3.4	27.500	34.121	0.792	0.846
X3.5	27.200	33.407	0.726	0.849
X3.6	27.100	31.610	0.645	0.858
X3.7	27.033	33.068	0.685	0.853
X3.8	27.200	33.407	0.726	0.849

From table 4.13 above, the SPSS output results are known to be in the Corrected Item-Total Correlation column, each question has a value greater than 0.30 so that the results are obtained that all questionnaire questions are valid and suitable for use. The results of the validity test of 8 questions on the Motivation variable can be declared valid because all coefficient values are greater than 0.30.

Table 13. Validity Test Results of Performance Variable Statements

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Y1	38.967	60.102	0.697	0.890
Y2	38.967	58.516	0.602	0.894
Y3	39.033	56.999	0.654	0.891
Y4	39.000	61.517	0.533	0.897
Y5	39.000	60.690	0.544	0.897
Y6	38.800	55.752	0.747	0.886
Y7	39.267	62.892	0.570	0.896
Y8	38.667	58.161	0.715	0.888
Y9	39.233	63.978	0.395	0.903

Y10	39.300	61.459	0.625	0.893
Y11	38.967	60.102	0.697	0.890
Y12	38.667	58.161	0.715	0.888

From table 13 above, the SPSS output results are known to be in the Corrected Item-Total Correlation column, each question has a value greater than 0.30 so that the results are obtained that all questionnaire questions are valid and suitable for use. The results of the validity test of the 12 question items on the Performance variable can be declared valid because all coefficient values are greater than 0.30.

a. Multicollinearity test

The multicollinearity test is used to test the correlation between independent variables in a regression model. A good model should have no correlation between independent variables. Multicollinearity was tested with a tolerance value of more than 0.1 and a Variance Inflation Factor (VIF) of no more than 10, indicating a model free of multicollinearity.

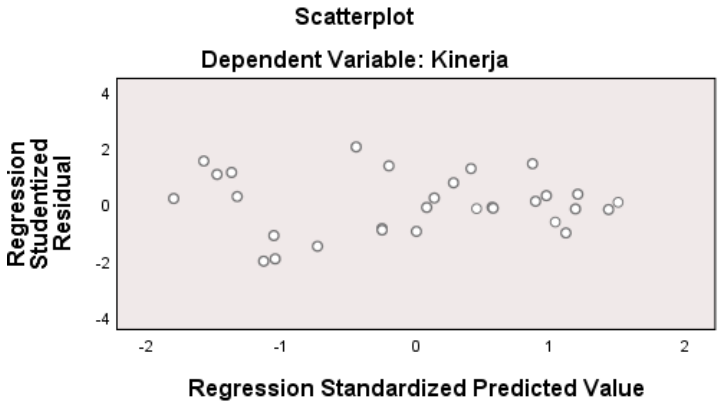
Table 14 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	BRIGHT
Discipline	.328	3,050
Workload	.275	3,640
Work Motivation	.276	3,623

it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all independent variables is no more than the fixed value of 10. Therefore, the data in this study is said that the variables of Work Discipline, Workload and Motivation do not experience multi-colitylene problems.

b. Heteroscedasticity Test

The heteroscedasticity test tested whether the residual variance differed between observations. If the variance is fixed, it is called homocedasticity; if it is different, it is called heteroscedasticity. Heteroscedasticity can be determined by looking at the scatterplot pattern between the predictive values of bound variables (ZPRED) and residual variables (SRESID). If the pattern is random, then heteroscedasticity does not occur. The results of the heteroscedasticity test can be seen in the following graph.



Picture. 2 Scatterplot Heteroskedsatticity Test Results

Based on the image, the dots are randomly scattered without a specific pattern and are distributed above and below the number 0 on the Y axis, so it is concluded that heteroscedasticity does not occur.

c. Regresi Linear Berganda

Multiple Linear Regression is a regression model that involves more than one independent variable to affect the dependent variable. This analysis is used to determine the direction and magnitude of the influence of independent variables on dependent variables. In this study, multiple linear regression was used to analyze the influence of Work Discipline (X1), Workload (X2), and Motivation (X3) on Performance (Y). The results of the analysis can be seen in the following table.

Table. 15 Multiple Linear Regression Analysis Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.380	1.682		0.226	0.823
	Disiplin Kerja	0.668	0.078	0.573	8.582	0.000
	Beban Kerja	-0.020	0.137	-0.010	-0.143	0.887
	Motivasi	0.607	0.093	0.475	6.524	0.000

Based on the table above, the Multiple Linear Regression equation can be formulated as follows:

$Y = \alpha + ß1X1 + ß2X2 + ß3X3 + e$

$Y = 0.380 + 0.668 – 0.020 + 0.607 + e$

The interpretation of the above multiple linear regression equation is as follows:

a. The constant value of 0.380 indicates that if work discipline, workload, and motivation are zero, then employee performance is 0.380 units.
b. The work discipline regression coefficient (X1) of 0.668 means that if work discipline increases by one unit, employee performance will increase by 0.668 units.
c. The workload regression coefficient (X2) of -0.020 means that if the workload increases by one unit, employee performance will decrease by 0.020 units.
d. The work motivation regression coefficient (X3) of 0.607 means that if work motivation increases by one unit, employee performance will increase by 0.607 units.

d. Partial Hypothesis Test (t-test)

Table 16. Partial Test Hypothesis Testing Results (t-Test)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.380	1.682		0.226	0.823
	Disiplin Kerja	0.668	0.078	0.573	8.582	0.000
	Beban Kerja	-0.020	0.137	-0.010	-0.143	0.887
	Motivasi	0.607	0.093	0.475	6.524	0.000

a. The test results for Work Discipline (X1) showed a tally of 8.582 > a table of 2.05 with a significant value of 0.000 < 0.05, so that H1 was accepted and H0 was rejected, meaning that work discipline had a positive effect on the performance of the Village apparatus.
b. The test results for the Workload (X2) showed a calculation of -0.143 < table 2.05 with a significant value of 0.887 > 0.05, so that H2 was rejected and H0 was accepted, meaning that the workload had no effect on the performance of the Village apparatus.
c. The test results for Work Motivation (X3) showed a calculation of 6.524 > table 2.05 with a significant value of 0.000 < 0.05, so that H3 was accepted and H0 was rejected, meaning that work motivation had a positive effect on the performance of the Village apparatus.

Discussion

a. The Effect of Work Discipline on the Performance of Village Apparatus

This study proposes the H1 Hypothesis which states that work discipline has a positive and significant effect on the performance of the Sampe Cita Village apparatus. The results of the study showed that work discipline had a positive and significant effect, as evidenced by the t-test with a tcount of 8.582 > ttable 2.05 and

a significant value of 0.000 < 0.05, so that H1 was accepted. A positive direction indicates that an increase in work discipline will increase performance, while a decrease in work discipline will decrease performance. These results support previous research by Fitriani (2023). This research also answers problems related to employees who ignore the attendance rules, which has an impact on job completion. Good work discipline, such as arriving on time and complying with regulations, contributes to improved employee performance, which is in line with Harlie's (2017) findings that work discipline has a positive effect on performance.

b. The Influence of Workload on the Performance of Village Apparatus

The researcher proposed the H2 Hypothesis which states that workload has a positive and significant effect on the performance of village devices. However, the results of the study showed that workload had a negative and insignificant effect on employee performance, with a tcal value of -0.143 < a table of 2.05 and a significant value of 0.887 > 0.05, so H2 was rejected. An insignificant increase in workload leads to a decrease in performance, while a decrease in workload can improve performance. These results support the research of Kadek Ferrania Paramitadewi (2017) who stated that workload has a negative effect on employee performance, as well as answering problems related to employees who feel that workload hinders the completion of work on time.

c. The Effect of Motivation on the Performance of Village Apparatus

The researcher proposed the H3 Hypothesis which states that work motivation has a positive and significant effect on the performance of village apparatus. The results showed that work motivation had a positive and significant effect, with a tcal value of 6.524 > ttable 2.05 and a significant value of 0.000 < 0.05, so that H3 was accepted. Increased work motivation will increase performance, on the other hand, decreased motivation will decrease performance. These results support the research of Harefa and Saputra (2023). This research also answers problems related to employees with low motivation that result in less than optimal work. Increased motivation will improve employee performance.

d. The Influence of Work Discipline, Workload and Motivation on the Performance of Village Apparatus

The researcher proposed the H4 Hypothesis which states that Work Discipline, Workload, and Work Motivation simultaneously have a positive and significant effect on the Performance of Village Apparatus. The results of the study showed that the three factors had a positive and significant effect, as evidenced by the value of Fcal 219.312 > Ftable 2.98 with a significant value of 0.000 < 0.05, so that H4 was accepted. Increasing Work Discipline, Workload, and Motivation at the same time will improve Employee Performance in the Village Apparatus. These results are in line with the research objectives and resolve issues related to employees' inability to complete work on time.

Conclusion

Based on the results of the research, it can be concluded as follows:

a. Work Discipline (X1) has a positive and significant effect on the performance of village apparatus, with a tcal value of 8.582 > ttable of 2.05 and a significant value of 0.000 < 0.05.
b. Workload (X2) has no effect on the performance of the Village apparatus, with a calculated value of -0.143 < ttable of 2.05 and a significant value of 0.887 > 0.05.
c. Motivation (X3) had a positive and significant effect on the performance of village officials, with a tcal value of 6.524 > ttable of 2.05 and a significant value of 0.000 < 0.05.
d. Work Discipline, Workload, and Motivation had a simultaneous positive and significant effect on the performance of village apparatus, with a Fcal value of 219.312 > Ftable of 2.98 and a significant value of 0.000 < 0.05.

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