The Influence of Village Apparatus Competence, Village Organizational Culture and Village Head Leadership on Community Satisfaction Kwala Serapuh Langkat Village

Teguh Wahyono[1], Siswa Pratama[2], Erwansyah[3], Maya Sari[4]

[1,2,3,4]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia

Correspondence Author: tegoeh_ft@pancabudi.ac.id

Abstrack. *This study aims to analyze the influence of three main factors, namely the competence of village officials, village organizational culture, and village head leadership on the level of community satisfaction in Kwala Serapuh Village, Langkat. The first factor studied is the level of competence of village officials. This includes their ability to carry out administrative tasks, knowledge of village regulations, and the ability to communicate with the community. This research will identify the extent to which the competence of village officials affects the community's perception of village services and performance. The village organizational culture includes the norms, values, and practices that govern the interaction between village officials and their relationship with the community. The number of samples in this study was 100 respondents. The research method used is multiple linear regression analysis with the help of the SPSS version 25 program. The results of the study show that the Competence of Village Apparatus has a significant positive effect on Community Satisfaction. Organizational Culture has no positive and insignificant effect on Community Satisfaction. The leadership of the Village Head does not have a significant positive effect on Community Satisfaction. Meanwhile, simultaneously the Competence of the Village Apparatus, the Organizational Culture and the Leadership of the Village Head together have a significant positive effect on Community Satisfaction. The contribution of the magnitude of influence is 52.6%.*

Keywords: *Competence, Organizational Culture, Leadership, Community Satisfaction and Village Apparatus*

1. Introduction

In the Regulation of the Minister of Home Affairs (Permendagri) Number 84 of 2015 the duties and functions of the Village Head are stipulated in part 2 of article 6 in paragraph 1 it is stated that the Village Head has a position as the Head of the Village Government who leads the implementation of the Village Government, carries out development, community development and community empowerment of the Village Government which according to (Undang-Undang Nomor 6 Tahun 2014, n.d.) the Village article 1 paragraph (2) which reads that the implementation of government affairs and the interests of the local community in the government system of the Unitary State of the Republic of Indonesia. Meanwhile, the Village Government is the Village Head or referred to by another name assisted by the Village apparatus as an element of the implementation of the Village Government.

In Law Number 8 of 2005 concerning amendments to Regional Government (Undang-undang No. 32 Tahun 2004, n.d.), it is stated that the Village is a Legal Community Unit that has territorial boundaries that have the authority to regulate and manage the local community, based on local origins and customs that are recognized and respected in the Unitary State Government system of the Republic of Indonesia. Humans are no longer considered as factors of production but rather as important organizational assets. The effectiveness and excellence of an organization is highly dependent on the quality of its human resources.

Public services by public service provider units today are still found with many weaknesses so that they have not been able to meet the quality expected by the community which is characterized by various public complaints so that it can create a bad image of government apparatus. Considering that the main function of the government is to serve the community, the government needs to continue to strive to improve the quality of services. Theoretically, the quality of human resources in a high organization is expected to be able to improve services to the community. This will be able to be created in a conducive work environment, which is influenced by the competence of the village apparatus, organizational culture and the right type of leadership.

The competence of the village apparatus is an ability possessed by the village apparatus in carrying out a task. Competence is the ability to carry out or perform a job or task that is based on skills and supported by a work attitude that is required by the job as a person's ability to produce work at a satisfactory level including the ability to apply skills and knowledge, show the characteristics of knowledge and skills that are possessed or needed in the implementation of tasks, explain what a person is doing in the workplace at various levels and detailing the standards of each level, defining the characteristics, knowledge and skills required by individuals in carrying out tasks so as to achieve work quality standards (Razali, 2015), while according to (Daryanto & Setyabudi, 2019) competence is the ability to do something whose dimensions include knowledge, attitudes, and skills.

Organizational culture refers to a set of generally understood beliefs and values embraced by individuals within an organization, which serves to differentiate them from other organizations (Robbins & Judge, 2011). Organizational culture refers to a set of practices and behaviors within an organization that guide employees toward increased productivity and optimal performance to meet organizational goals. The presence of this work culture makes it easier for employees to organize and improve their ability to interact with colleagues by fostering positive relationships in the work environment (Radianto & Sunuharyo, 2017). Organizational culture refers to collective behaviors and norms in an organization that prioritize employee welfare, knowledge improvement, and adaptability to the external environment. This culture plays an important role in fostering quality and effectiveness in the organization (Fachreza & Majid, 2018).

Leadership is needed by humans, because there are certain limitations and advantages in humans. This is where the need for Leaders and Leadership arises. According to (Moejiono, 2002) Seeing that leadership is actually the result of a one-way influence, because leaders may have certain qualities that distinguish themselves from their followers in a government organization, success or failure in the implementation of community services, influenced by leadership, through leadership and supported by adequate government, then the implementation of good governance will be realized, on the contrary, leadership weakness is one of the reasons for the collapse of bureaucratic performance in Indonesia (Istianto, 2009). Leadership can be said to be the way of a leader in directing, encouraging and regulating all elements in his group or organization to achieve a desired organizational goal so as to produce maximum service to the community.

By improving the quality of service, it means the achievement of the results of the work of a person or Village Apparatus in realizing the organization's goals. The village as the smallest government unit under the sub-district in practice is directly related to the community. In the village office, the community takes care of ID cards, land issues and discusses public affairs and so on, in other words, the village is the spearhead of Public Services. The real leadership performance of a Village Head and the apparatus will then be accepted as an inseparable part of the community.

The problems that occur and are very influential in this study are the problem of the quality of the leadership performance of the Village Head in increasing community participation in the form of development, both physically and non-physically and also the problem of the low level of deliberation

carried out by the Village in supporting the welfare of the community. Meanwhile, what we know is that good leadership performance is performance that follows procedures or procedures according to the standards that have been set. However, in this performance, there must be several criteria to increase productivity so that what is expected can run according to what is desired. To improve good performance, a leader must introspect himself in order to achieve better performance in the future, working according to their respective positions, portions, and jobs.

The problem of Public Services provided by Government Apparatus is the main complaint of the Community, this is because in the service process it is often not in accordance with the established procedures. In fact, there must be a minimum service standard (SPM) in every government agency. This is the problem of the implementation of the implementation of the Government. Things that are often complained about by the public about the public service process, especially regarding the issue of making Family Cards, are the occurrence of discrimination in providing services, frequent pungli and the absence of certainty of services. The village apparatus is one of the elements of village government that has an important role in the implementation of government, development, and community in the village. Good performance of village apparatus will be able to increase the effectiveness and efficiency of the implementation of government, development, and village communities.

Community satisfaction with the performance of village officials is one of the indicators of the success of village government. The government of Kwala Serapuh Lalat Village, which works in community service, should provide the best service to the community. To get such services, Kwala Serapuh Langkat Village must be effective in carrying out its work.

2. Literature Review

1. Definition of Community Satisfaction

The word satisfaction or satisfaction comes from the Latin static language, meaning quite good or factio interpreted as an effort to fulfill something. Community satisfaction is a very important factor and determines the success of a business entity because the community is the consumer of the products it produces. According to (Oliver, 1997) in (Supranto (2017) his service, satisfaction is the level of a person's feelings after comparing the performance or results he feels with his expectations. The level of satisfaction is a function of the difference between perceived performance and expectations. If the performance is below expectations, then customers will be very disappointed. If the performance is as expected, then the customer will be very satisfied. Meanwhile, if the performance exceeds expectations, then the customer will be very satisfied that the customer's expectations can be formed by past experience. Satisfied customers will be loyal for longer, less sensitive to prices and give good comments.

2. Village Apparatus

The village apparatus is part of the government organizers that can be found in the village and has the task of assisting a village head in carrying out the duties and authority of the village head in carrying out the government of the village and the needs of the community in the village where he is located. In accordance with Law Number 6 of 2014 concerning Villages, it is explained that the authority in the appointment and dismissal of a part of the village government is the authority of a village head, but in carrying out his authority, of course, a village head must still be in accordance with the regulations that have been regulated in the applicable laws or regulations.

3. Definition of Competency

According to (Wibowo, 2016) the state, competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence indicates the skills or knowledge characterized by professionalism in a certain field as something of paramount, as the flagship of a particular field. Meanwhile, according to (Rivai, 2018) him, competence is proficiency, skills, and abilities. The basic word itself is competent which means capable, capable, skilled. Competence refers to a person's attributes/characteristics that make him successful in his job.

4. **Definition of Organizational Culture**

Organizational culture is defined as "the values that are the grip of human resources in carrying out their obligations and also their behavior in the organization." These values will give the answer whether an action is right or wrong and whether a behavior is encouraged or not. According to (Fahmi, 2017) Organizational culture, it is the result of the process of fusing the cultural style and behavior of each individual that was brought previously into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain goal. According to (Torang, 2014) organizational culture, it can also be said to be a habit that continues to be repeated and becomes a value and lifestyle by a group of individuals in an organization that is followed by the next individual.

5. **Definition of Village Head**

The Village Head is the leader of the implementation of the village government based on policies that have been determined with the Village Consultative Body (BPD). So the village head as the head of government is responsible for the implementation of the village government because the village head holds a role, namely as a people's representative who is elected and elected directly by the village community. The village head must have the ability, talent, proficiency, and leadership traits, in addition to carrying out activities, coordination, functions, roles and responsibilities regarding his function as the village head, in carrying out development, supervising development and pioneering development. The role of the village head is very important in holding an approach and growing and developing community mutual cooperation to be able to realize the implementation of development that has been planned in the village revenue and expenditure budget (Hatta, 2016).

6. **Definition of Leadership**

In an organization, the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving goals and at the same time it is not an easy task. Because they must understand each subordinate's behavior differently. Subordinates are influenced in such a way that they can provide their service and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve organizational goals is determined by the quality of leadership. According to (Sutrisno, 2017) Leadership, it is a process of directing and influencing activities related to the duties of group members.

3. Methodology

1. **Research Materials**

Method is a tool to achieve goals and research is a process of gathering information to improve and modify investigation, so research method is a scientific method used in investigation and certain uses. To achieve this goal, a method is needed that is relevant to the goal to be achieved. Research methods are basically scientific methods for or with specific purposes and uses (Sugiyono, 2018). Based on this, there are four keys that need to be considered, namely scientific methods, data, goals, and uses. The scientific method is a research activity that is based on scientific characteristics, which are rational, empirical, and systematic. Rational means that research activities are carried out in a reasonable way, so that they are affordable to human reasoning. Empirical means that the ways in which it is done can be observed by the human senses, so that others can know it. Systematic means that the process used in this study uses steps that are logical. The data obtained from the study is empirical and systematic or observed data that has certain criteria, namely valid.

2. **Population and Sample**

According to (Sugiyono, 2018) population, it can be interpreted as a generalization area consisting of objects and subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the community of Kwala Serapuh Langkat village.

Meanwhile, the sample according (Sugiyono, 2018)m states that the sample is part of the number and characteristics possessed by the population. In this study, the researcher chose a random sampling

technique or *random sampling/probability sampling*. Where the techniques and samples that the researcher uses randomly, regardless of the sample on the basis of strata or social status in any aspect. According to (Sugiyono, 2018) *Probability sampling* is a sampling technique that provides an equal chance for each element (member) of the population to be selected as a member of the sample. So the sample used in this study is 100 respondents.

3. Data Analysis Methods

Data processing in this analysis uses the *statistical product and service solution* (SPSS) software program version 25 for data analysis. Meanwhile, the data is presented using tables and statistics.

a. Data Quality Test

Before the data is analyzed and evaluated, the data is first tested by:

1) Validity Test

According to (Pakpahan & Manullang, 2014), said that validity is used to measure the validity or validity of a questionnaire, where the questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The calculation of the Validity test is carried out using SPSS 25, with the following criteria:
If the rcount > rtable, then the question item is valid
If the calculation < the table, then the question item is invalid

2) Reliability Test

According to (Pakpahan & Manullang, 2014), reliability is a tool to measure a questionnaire which is an indicator of variables. A questionnaire is said to be reliable if a person's answers to questions are consistent or stable over time, not random. The calculation of the reliability test was carried out using SPSS 25, with the following criteria:
If **the ralpha** > 0.60 then the statement is reliable
If **the ralpha** < 0.60 then the statement is not reliable

b. Classical Assumption Test

To produce an accurate data analysis, a regression equation should meet classical assumptions such as Normality, Multicollinearity, and Heteroscedasticity.

1) Normality Test

Aim to find out whether each bariable has a normal distribution or not. A normality test is needed to test other variables by assuming that the residual value follows the normal distribution. If this assumption is violated then the statistical test becomes invalid and the parametric statistics cannot be used (Ghozali, 2013). Data normality detection is used by looking at the data distribution (dots) in the dialog of the data distribution diagram (*scartter diagram*). The basis for decision-making is that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. On the other hand, if the data spreads away from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the assumptions of normality.

2) Multicollinearity Test

The aim was to test whether a correlation between independent variables was found in the regression model. In a good regression model, there should be no correlation between independent variables or independent variables. If the free variables correlate with each other, then these variables are not orthogonal. The orthogonal variable is an independent variable whose correlation value between the independent variables is equal to zero. The Tolerance and *variance inflation factor* (VIP) values can be measured through the SPSS program. If the VIP<10 value and *the Tolerant* value > 0.1, it can be concluded that there is no multicollinearity problem, and vice versa.

3) Heterokedasticity Test

According to (Ghozali, 2018) one way to detect the presence or absence of heteroscedasticity is to conduct the Glacier test. The Glejser test proposes to regress the residual absoulut value to the independent variable. A regression model can be said to be free from the problem of heterokedasticity if if the points are spread evenly then heterokedasticity does not occur, on the other hand, if the points accumulate in a place, then heterokedasticity has occurred.

c.   Multiple Linear Regression Analysis

The data analysis method used in this study is multiple linear regression. Multiple linear regression analysis is aimed at determining the linear relationship between three independent variables and bound variables. The equations used are:

Y   = α + β1X1 + β2X2 +β2X3+ε

Information:

Y   = Community Satisfaction
α   = Constant
β   = Multiple Regression Coefficient *(Multiple Regression)*
X1   = Competence of Village Apparatus
X2   = Organizational Culture
X3   = Village Head Leadership
e   = *Error Term*

d.   Hypothesis Test

1)   Partial Test (t-Test)

According to (Ghozali, 2018) the statistical test t functions to analyze partial regression (independent variable with bound variable), then the value used to test the hypothesis is "value – t", then the profitability value can be seen. Another way to see the significance of each variable is to compare the value of the sig in the SPSS output with the level of confidence used in the study (e.g. a = 5%). There are several decision-making policies, namely:

If Sig > 0.05 then Ho is rejected If Sig < 0.05 then Ho is accepted.

2.   Simultaneous Test (F-Test)

According to (Ghozali, 2018) Simultaneous testing aims to test whether all independent variables contained in the model have a simultaneous or simultaneous influence on the dependent variables. As for the criteria for carrying out the F Test, if the value of F calculation < F of the table or the significance value > from the significant level (α 0.05), then there is no simultaneous and significant influence between the independent variables and the bound variables. On the other hand, if the value of Fcal > F of the table or the significance value is < of a significant level (α 0.05), then there is a simultaneous and significant influence between the independent variable and the bound variable.

3.   Determinant Coefficient (R2)

This test is used to measure the closeness of the relationship of the determination coefficient, which is a number that shows the magnitude of variance or spread of the independent variables that explain the bound variable or a number that shows how much the bound variable is affected by the independent variable. The magnitude of the determination coefficient is between 0 to 1 ($0 \leq R^2 \leq 1$). If R^2 it is greater than 1, it indicates the stronger the influence of the independent variable on the bound variable. If R^2 is getting smaller and closer to zero, it can be said that the influence of the independent variable on the bound variable is smaller (Ghozali, 2018).

4. Research Results

Results of Analysis

1.   Data Quality Test

a.   Validity Test

Validity indicates the extent to which the measuring instrument used to measure what is being measured. The trick is to correlate the score obtained on each question item with the total score of the individual. Validity testing is carried out with the help of a computer using the SPSS for Windows version 25.0 program. In this study, validity testing was only carried out on 100 respondents. The decision was made based on the value of the calculation (Corrected Item-Total Correlation) > a table of 0.196 for df = 100–2 = 98; α = 0.05 then the item/question is valid and vice versa.

Table 1. Results of the Validity Test of Village Community Satisfaction Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item1	17.4500	15.907	.457	.323	.783
Item2	17.3200	14.644	.672	.476	.731
Item3	17.3200	15.008	.598	.463	.748
Item4	17.3800	14.965	.629	.445	.741
Item5	17.0700	17.217	.396	.245	.793
Item6	17.4600	15.180	.531	.396	.765

Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 1, it can be seen that all questions for the Village Community Satisfaction variable have a valid status, because the value of the calculated (Corrected Item-Total Correlation) > the table is 0.196.

Table 2. Results of the Validity Test of Village Apparatus Competency Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item1	24.5200	22.899	.423	.244	.750
Item2	24.6600	22.206	.489	.356	.739
Item3	24.9300	21.318	.594	.405	.721
Item4	24.8100	20.115	.652	.500	.707
Item5	24.6900	25.408	.145	.247	.796
Item6	24.7900	21.339	.501	.369	.737
Item7	24.6900	22.519	.499	.361	.738
Item8	24.8700	22.417	.464	.268	.744

Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 2, it can be seen that all questions for the Village Apparatus Competency variable have a valid status, because the value of the calculation (Corrected Item-Total Correlation) > the table is 0.196.

Table 3. Results of the Validity Test of Organizational Culture Variables

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item1	16.8400	14.580	.451	.369	.727
Item2	17.0000	13.495	.571	.442	.694
Item3	17.2200	13.527	.583	.417	.692
Item4	17.1900	13.206	.586	.532	.689
Item5	16.6400	15.869	.266	.239	.773
Item6	17.2100	13.622	.505	.456	.713

Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 4, it can be seen that all questions for the Organizational Culture variable have a valid status, because the value of the calculated (Corrected Item-Total Correlation) > the table is 0.196.

Table 5. Results of the Leadership Variable Validity Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item1	13.5900	10.265	.473	.327	.676
Item2	13.6800	9.210	.550	.380	.643
Item3	13.5500	9.705	.523	.308	.655
Item4	13.6300	10.377	.451	.254	.684
Item5	13.4700	10.656	.399	.169	.704

Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 5, it can be seen that all questions for the Village Community Satisfaction variable have a valid status, because the value of the calculated (Corrected Item-Total Correlation) > the table is 0.196.

b. Reliability Test

Reliability tests are carried out on question items that are declared valid. A variable is said to be reliable or reliable if the answer to the question is always consistent. The reliability coefficient of the instrument is intended to see the consistency of the answers to the statements given by the respondents The analysis tool uses the split half method by correlating the total odd score versus even, then the reliability is calculated using the formula "Alpha Cronbach'. The calculation was carried out with the help of the SPSS program computer. The reliability for each variable is presented in the following table.

Table 6. Reliability Test Results

Variable	ralpa	Critical	N of Items	Criterion
Village Community Satisfaction	0.768	0.600	8	Valid

Competence of Village Apparatus	0.793	0.600	6	Valid
Organizational Culture	0.752	0.600	6	Valid
Leadership	0.721	0.600	5	Valid

Source: Data Processed by the Author (Output SPSS v 25), 2024

2. Multiple Linear Regression Analysis

This study uses a multiple linear regression analysis model to test the hypothesis proposed. The following are the results of the multiple linear regression calculations that have been packaged in Table 7, as follows:

Table 7. Multiple Linear Regression Analysis Test Results

Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.580	2.566		2.954	0.004
Kompetensi_PerangkatDesa	0.234	0.106	0.268	2.205	0.030
Budaya_Organisasi	0.033	0.096	0.031	0.339	0.736
Kepemimpinan_Kepala_Desa	0.350	0.147	0.289	2.377	0.019

a. Dependent Variable: Kepuasan_Masyarakat_Desa
Source: Data Processed by the Author (Output SPSS v 25), 2024

From these results, the regression equation in the form of *standardized coefficient* is written as follows:
Y = 7.580 + 0.234 X1+ 0.033 X2+ 0.350 X3+ e
Based on the results of the regression equation, it can be explained that:
a. The constant value of 7,580 indicates that the magnitude of Village Community Satisfaction is 7,580 if the variables of Village Apparatus Competence, Organizational Culture and Village Head Leadership are
b. The regression coefficient of the Village Apparatus Competency variable was obtained at 0.234 with a positive coefficient sign. This means that the stronger the influence of the Village Apparatus Competence, the higher the Village Community Satisfaction. On the other hand, the weaker the influence of the Village Apparatus Competence, the lower the Village Community Satisfaction tends to be.
c. The regression coefficient of the Organizational Culture variable was obtained at 0.033 with a positive coefficient sign. This means that the stronger the influence of the Organizational Culture, the higher the satisfaction of the Village Community. On the other hand, the weaker the influence of the Organizational Culture, the lower the satisfaction of the Village Community.
d. The regression coefficient of the Village Head Leadership variable was obtained at 0.033 with a positive coefficient sign. This means that the stronger the influence of the Village Head Leadership, the higher the satisfaction of the Village Community. On the other hand, the weaker the influence of the Village Head Leadership, the lower the Village Community Satisfaction tends to be.

3. Classical Assumption Test

The classical assumption test aims to provide certainty that the regression equation obtained has accuracy in estimation, is unbiased and consistent. The classical assumption tests used in this study include normality tests, multicollinearity tests, and heterokedasticity tests.

a. Normality Test

The normality test aims to test whether in the regression model, the perturbating or residual variables are normally distributed or not. A good regression model is a regression model that is normally or near-normally distributed, so the data is feasible for statistical testing. Data normality testing was carried out using a histogram. The results can be seen as follows:
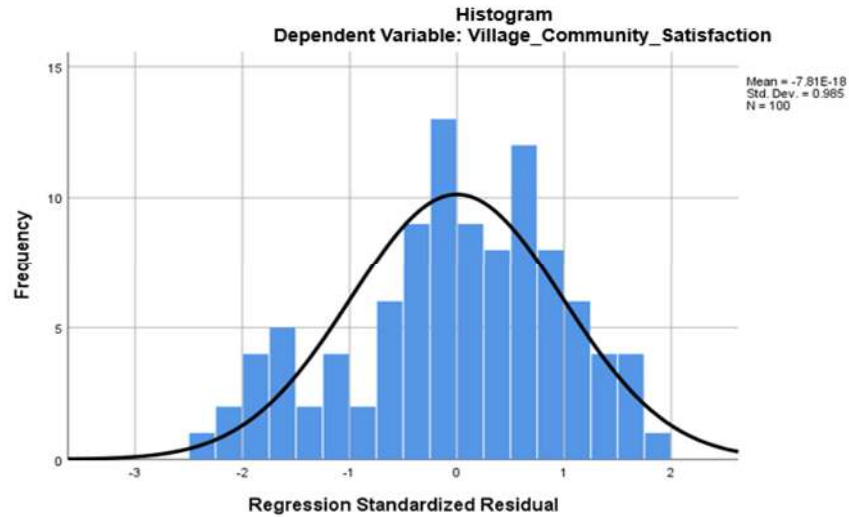

Figure 1. Normality Test Results
Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Figure 1, it shows that the shape of the histogram depicts the data distributed normally or close to normal because it forms like a bell (*bell shaped*), so that the assumption of normality in this study can be met.

b. **Multicollinearity Test**

The multicollinearity test was carried out by looking at the tolerance and *variance inflation factor* (VIF) values from the analysis results using SPSS v. 25. If the tolerance value > 0.10 and VIF < 10, it is concluded that there is no multicollinearity problem and vice versa. The results of the multicollinearity test can be shown in the Table, as follows:

Table 8. Multicollinearity Test Results

Coefficientsa

Type		Collinearity Statistics	
		Tolerance	VIF
1	Kompetensi_Perangkat_Desa	.510	1.959
	Budaya_Organisasi	.909	1.101
	Kepemimpinan_Kepala_Desa	.510	1.960

a. Dependent Variable: Kepuasan_Masyarakat_Desa
Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 8, it can be seen that the results of the multicollinearity test above show that all independent variables do not have a *tolerance value* of more than 0.10 which means that there is no correlation between independent variables with a value of more than 95%, while the *Variance Inflation Factor* (VIF) value also shows the same thing, namely no independent variable has a VIF value of approximately 10. So it can be concluded that the regression model used in this study does not occur multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test can be explained by the results of graph analysis, namely the scatterplot graph, the points formed must be spread randomly, scattered both above and below the number 0 on the Y axis. The results of the heteroscedasticity test using a scatterplot graph are shown in the figure below:
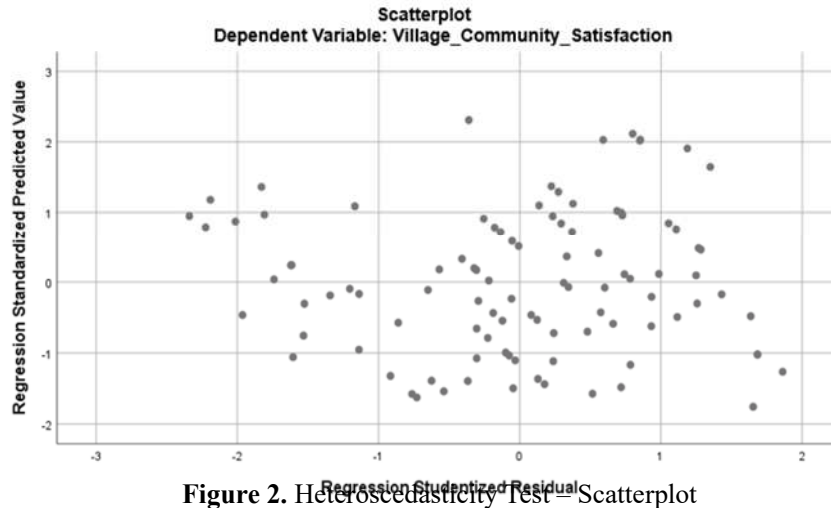

Figure 2. Heteroscedasticity Test – Scatterplot
Source: Data Processed by the Author (Output SPSS v 25), 2024

4. Hypothesis Test
a. Test t

The t-test was used to test whether the independent variable had a significant effect on the bound variable. The significance rate used is 5%. The test criteria in the t-statistical test were carried out by comparing the calculated t-value with the t-value of the table using a significance level of 5%. If the calculated t value is greater than the table t, then individually the independent variable affects the dependent variable (Ho is rejected and Ha is accepted). In addition, it can also be done by looking at the probability value. If the probability value is less than 0.05 (for significance level = 5%), then the independent variable individually affects the dependent variable. Meanwhile, if the probability value is greater than 0.05, then the (Ghozali, 2016)*independent variable* individually has no effect on the dependent variable. The following are the results of the t-test calculation in the following table:

Table 9. Test Results t

Coefficientsa

Type	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	7.580	2.566		2.954	0.004
Kompetensi_PerangkatDesa	0.234	0.106	0.268	2.205	0.030
Budaya_Organisasi	0.033	0.096	0.031	0.339	0.736
Kepemimpinan_Kepala_Desa	0.350	0.147	0.289	2.377	0.019

a. Dependent Variable: Kepuasan_Masyarakat_Desa
Source: Data Processed by the Author (Output SPSS v 25), 2024

From the calculations shown in Table 9, it can be explained that the test of the Village Apparatus Competency variable obtained a t-value of 2,205 >ttable (1,660) with a significance level of 0.030 <0.05, then Ha was accepted and Ho was rejected. Thus, the Village Apparatus Competency variable has a significant positive effect on the Community Satisfaction of Kwala Serapuh Village, this means that H1 is accepted.

The test of the Organizational Culture variable obtained a t-value of 0.339 <ttable (1.660) with a significance level of 0.736 >0.05, then Ha was rejected and Ho was accepted. Thus, the Organizational Culture variable does not have a positive and insignificant effect on the Community Satisfaction of Kwala Serapuh Langkat Village, this means that H2 is rejected.

The test of the Village Head Leadership variable obtained a t-value of 2,377 >ttable (1,660) with a significance level of 0.019 <0.05, then Ha was accepted and Ho was rejected. Thus, the variable of Village Head Leadership does not have a significant positive effect on the Community Satisfaction of Kwala Serapuh Langkat Village, this means that H3 is accepted.

b. Test F

The F test is used to test the independent variables together against the bound variables. The following is a table of F test results with statistical calculations using SPSS V 25. The results of the F test can be seen in the following Table:

Table 10. Test Result F

ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	581.074	3	193.691	12.083	.000b
	Residual	1538.926	96	16.030		
	Total	2120.000	99			

a. Dependent Variable: Kepuasan_Masyarakat_Desa

b. Predictors: (Constant), Kepemimpinan_Kepala_Desa, Budaya_Organisasi, Kompetensi_Perangkat_Desa

Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 10, the results of the test with the F test above, it was obtained that the F number was calculated between the Competence of the Village Apparatus, Organizational Culture and the Leadership of the Village Head against the bound variables, namely Village Community Satisfaction of 12,083 and a probability value of 0.000 greater than the significance level of 5% or 0.05, meaning that the variables of Village Apparatus Competence, Organizational Culture and Village Head Leadership together have a positive and significant effect on the Community Satisfaction of Kwala Serapuh Langkat Village and the regression model in this study is said to be fit or feasible.

c. Coefficient of Determination

The determination coefficient essentially measures how far the model is able to explain the variation that occurs in the dependent variable. The value of the determination coefficient is between zero and one. The value of the determination coefficient is determined through (Ghozali, 2016)*the adjusted R square* value as shown in Table 11, as follows:

Table 11. Coefficient of Determination Results

Model Summaryb

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524a	.474	.451	4.00381

a. Predictors: (Constant), Kepemimpinan_Kepala_Desa, Budaya_Organisasi,
Kompetensi_Perangkat_Desa

b. Dependent Variable: Kepuasan_Masyarakat_Desa
Source: Data Processed by the Author (Output SPSS v 25), 2024

Based on Table 11 above, the results of the analysis show that the value of Adjusted R Square is 0.474. This means that the variables of Village Apparatus Competence, Organizational Culture and Village Head Leadership have a contribution of 47.4% in explaining the Community Satisfaction of Kwala Serapuh Langkat Village. Meanwhile, other factors that were not studied in this study that affect Village Community Satisfaction have a contribution of (100% - 47.4%) = 52.6%.

5. Discussion

The results of the study show that the competence of village officials has a significant positive influence on the satisfaction of the people of Kwala Serapuh Village. This indicates that the higher the competence possessed by the village apparatus, the higher the level of community satisfaction with the services provided. This competency includes knowledge, skills, and professional attitudes in carrying out their duties and responsibilities, which directly impacts the quality of service and satisfaction of villagers.

The organizational culture did not show a positive and significant influence on the satisfaction of the people of Kwala Serapuh Langkat Village. This means that although a good organizational culture can create a conducive and harmonious work environment, it does not directly affect community satisfaction with village services. There may be other factors that are more dominant in determining community satisfaction, such as the quality of direct service or personal interaction with village officials.

The leadership of the village head also did not have a significant positive effect on the satisfaction of the people of Kwala Serapuh Langkat Village. Although good leadership is usually expected to improve organizational performance and community satisfaction, the results of this study show that village head leadership is not the main factor affecting community satisfaction. This can be caused by public perception that focuses more on the individual performance of village officials than on the leadership style of the village head.

The competence of the village apparatus, organizational culture, and the leadership of the village head together have a significant positive effect on the satisfaction of the people of Kwala Serapuh Langkat Village. This shows that the combination of these three factors can synergistically increase community satisfaction. Although each factor does not necessarily show a significant influence individually, when combined, they create a significant positive impact.

6. Conclusion

1. To increase community satisfaction, village officials need to continue to develop their competencies through training and continuing education. Training programs that focus on technical, administrative, and communication and public service skills will be very beneficial. In addition, regular performance evaluations and feedback from the community can also be used to assess and improve the competence of village officials.

2. A positive and inclusive organizational culture needs to be emphasized in all aspects of village government. Values such as transparency, accountability, and responsive service must be internalized in every action and policy. Building open communication between village officials and the community and holding discussion forums involving various stakeholders can help strengthen the organizational culture that supports increased community satisfaction.

3. The leadership of village heads must continue to be improved through leadership development programs. The village head needs to have good managerial skills, be able to communicate effectively, and make the right and quick decisions. Leadership training, mentoring, and comparative studies with villages that have effective leadership can be a good way to improve the ability of village heads to lead and influence community satisfaction.

4. To achieve a higher level of community satisfaction, the synergy between the competence of village officials, a strong organizational culture, and the leadership of village heads needs to be maintained and improved. Good coordination between elements of village government must be pursued continuously. Integrated development programs that include competency training, strengthening organizational culture, and leadership development need to be designed and implemented on an ongoing basis. In addition, regular evaluation and monitoring can ensure that all of these initiatives are running in accordance with the goals and have a positive impact on community satisfaction.

REFERENCE

[1.] Andika, R., & Pane, D. N. (2018). Pengaruh komitmen organisasi dan pengawasan terhadap disiplin kerja karyawan pada pt artha gita sejahtera Medan. *Jurnal Manajemen Tools*, *9*(1), 95-103.

[2.] Daulay, M. T. (2019). Effect of Diversification of Business and Economic Value on Poverty in Batubara Regency. *KnE Social Sciences*, 388-401.

[3.] Daryanto, & Setyabudi, I. (2019). Konsumen dan Pelayanan Prima. Gava Media.

[4.] Erwansyah, E., Saragih, R., & Purba, T. O. H. (2022). Pendampingan Pemilihan Merek, Pentingnya Merek dan Nilai Yang Dihasilkan Melalui Merek" Bagi Pelaku Umkm Di Desa Lau Bakeri, Kecamatan Kutalimbaru, Kabupaten Deli Serdang, Sumatera Utara. *Jurnal Pengabdian Pada Masyarakat METHABDI*, *2*(1), 26-31.

[5.] Fachreza, M. S., & Majid, M. S. A. (2018). Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Budaya Organisasi Terhadap Kinerja Karyawan dan Dampaknya pada Kinerja Bank Aceh Syariah di Kota Banda Aceh. Jurnal Magister Manajemen, 2(1), 115–122.

[6.] Faried, A. I. (2020). Analisis Meredam Angka Kemiskinan Melalui Pendekatan Ekonomi Hijau di Desa Pahlawan Kecamatan Tanjung Tiram Kabupaten Batu Bara. *Jurnal Ekonomikawan*, *20*(1), 1-11.

[7.] Fahmi, I. (2017). Manajemen Sumber Daya Manusia. Alfabeta.

[8.] Ghozali, I. (2013). Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Badan Penerbit Universitas Diponegoro.

[9.] Ghozali, I. (2016). Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23 (Edisi 8). Cetakan ke VIII. Badan Penerbit Universitas Diponegoro.

[10.] Ghozali, I. (2018). Aplikasi Analisis Multivariate dengan Program IBM SPSS 25. Badan Penerbit Universitas Diponegoro.

[11.] Oliver, R. (1997). Satisfaction: "A Behavioral Perspective of the Consumer. McGraw-Hill.

[12.] Pakpahan, M., & Manullang, M. (2014). Metode Penelitian. Cipta Pustaka Media.

[13.] Rivai, V. (2018). Manajemen Sumber Daya Manusia Untuk Perusahaan, Edisi 2. Rajawali Pers.

[14.] Robbins, S. P., & Judge, A. Timothy. (2011). Organizational behavior. Fourteenth Edition. Pearson Education, New Jersey , 77–89.

[15.] Sugiyono. (2018). Metode Penelitian Pendidikan (Pendekatan Kuantitaif, Kualitatif, dan R&D). CV Alfabeta.

[16.] Sutrisno. (2017). Manajemen Keuangan Teori, Konsep dan Aplikasi. Ekonesia.

[17.] Torang, Dr. S. (2014). Organisasi dan Manajemen. Alfabeta.

[18.] Undang-undang No. 32 Tahun 2004. (n.d.). Tentang Pemerintahan Daerah.

[19.] Undang-Undang Nomor 6 Tahun 2014. (n.d.). Tentang Pemerintahan Desa.

[20.]   Wibowo. (2016). Manajemen Kinerja, Edisi Kelima. PT. Raja Grafindo Persada.

[21.]   Yanti, E. D., Sari, M. M., & Sihombing, N. (2023, November). Peningkatan Kualitas SDM dan Perekonomian Masyarakat Desa Kwala Serapuh Melalui Pendidikan Berbasis Ekonomi Lokal. In *Journal of Social Responsibility Projects by Higher Education Forum* (Vol. 4, No. 2, pp. 96-100).