

## **Influence of Leadership Style and Technology Skills on Employee Performance**

**Research at the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency**

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### **ABSTRACT**

This study aims to analyze the influence of leadership style and technological skills on employee performance at the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency. This study uses a quantitative approach with saturated sampling techniques involving 30 respondents as a research sample. The research instrument is in the form of a questionnaire that has been tested for validity and reliability. The data analysis technique used multiple linear regression with the help of the SPSS 22 program. The results of the study show that leadership style has a positive and significant effect on employee performance with a significance value of 0.008 and a regression coefficient of 0.225. Technology skills also have a positive and significant effect on employee performance with a significance value of 0.000 and a regression coefficient of 0.397. Simultaneously, the two independent variables had a significant effect on employee performance with a significance value of 0.000 and a determination coefficient ( $R^2$ ) of 0.797 or 79.7%. These findings indicate that a combination of effective leadership and adequate technology mastery is a key factor in improving employee performance in the era of digitization of public services. This study recommends the need for the development of leadership training programs and the improvement of technological competencies in a sustainable manner to optimize the performance of village government organizations.

**Keywords:** Leadership Style, Technology Skills, Employee Performance

### **Pengaruh Gaya Kepemimpinan dan Keterampilan Teknologi terhadap Kinerja Karyawan**

**Penelitian di Kantor Desa Baleharjo, Kapanewon Wonosari, Kabupaten Gunungkidul**

#### **Abstrak**

*Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan keterampilan teknologi terhadap kinerja pegawai di Kantor Desa Baleharjo, Kecamatan Wonosari, Kabupaten Gunungkidul. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik sampling jenuh yang melibatkan 30 responden sebagai sampel penelitian. Instrumen penelitian tersebut merupakan kuesioner yang telah diuji validitas dan keandalannya. Teknik analisis data menggunakan regresi linier berganda dengan program SPSS 22. Hasil penelitian menunjukkan bahwa gaya kepemimpinan memiliki pengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai signifikansi 0,008 dan koefisien regresi 0,225. Keterampilan teknologi juga memiliki pengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai signifikansi 0,000 dan koefisien regresi 0,397. Secara bersamaan, kedua variabel independen tersebut memiliki pengaruh signifikan terhadap kinerja karyawan dengan nilai signifikansi 0,000 dan koefisien penentuan ( $R^2$ ) sebesar 0,797 atau 79,7%. Temuan ini menunjukkan bahwa kombinasi kepemimpinan yang efektif dan penguasaan teknologi yang memadai merupakan faktor kunci dalam meningkatkan kinerja karyawan di era digitalisasi pelayanan publik. Penelitian ini merekomendasikan perlunya*

*pengembangan program pelatihan kepemimpinan dan peningkatan kompetensi teknologi secara berkelanjutan untuk mengoptimalkan kinerja organisasi pemerintah desa.*

**Kata kunci:** *Gaya Kepemimpinan, Keterampilan Teknologi, Kinerja Karyawan*

## INTRODUCTION

Leadership style is one of the crucial factors in achieving organizational goals because leaders are in control to accommodate their members. Given the differences in the disposition, personality, and interests of each member, the role of the leader is very influential in the success of achieving organizational goals (Khairizah et al., 2016). In essence, leadership is an effort to achieve organizational goals by leading, guiding, mobilizing, and influencing its members to carry out activities that intend to achieve organizational goals. Leadership etymologically is a person's ability and personality to influence and persuade others to take actions to achieve common goals, so that the person concerned becomes the initial structure of the group process. The existence of a leader in the organization is needed to bring the organization to the goals that have been set. Leaders usually apply certain leadership styles to influence the performance of their subordinates, where leadership style is a leader's behavior that a person uses when he wants to influence others (Khairizah et al., 2016).

The enactment of Law No. 32 of 2004 concerning Regional Government and Law No. 33 of 2004 concerning the Financial Balance between the Central and Regional Governments encourages the implementation of regional autonomy which is carried out by giving broad, real, and responsible authority to the regions. The granting of this authority has the consequence of the need for coordination and regulation to harmonize development both at the national, regional, and inter-regional levels. The implementation of government in the village is the responsibility of the village head as stipulated in Government Regulation Number 72 of 2005 Article 14 and Article 26

paragraph (2) of Law Number 6 of 2014 which affirms that the village head has the authority to carry out government, development, and community affairs. Development activities are planned together with the community in the Village Development Planning Deliberation (Musrenbangdes), the results of the deliberation are stipulated in the Village Government Work Plan (RKPD) which is further stipulated in the Village Revenue and Expenditure Budget (APBDes).

The success and failure of village development is greatly influenced by the leadership of the village head, that is, how far the village head directs his community in helping to plan, mobilize, and influence the community in the implementation of village development so that the designed development goals can be carried out optimally. In other words, a good leadership style and in accordance with the conditions of the work environment will indirectly affect the level of employee performance. This is supported by research by Nasution (2020) who states that leadership style has a significant effect on employee performance. In addition to leadership style, the abilities and skills of leaders and employees in the field of technology also have a significant impact on being able to achieve the goals of an organization to the maximum. Skills in the field of technology today are very important in order to support and support progress and self-actualization in the sophisticated and modern era. The term "*technology literacy*" is something that needs to be understood and actualized for the success and personal progress of individuals and groups in realizing the achievement of organizational goals. Until now, technology has become a necessity in daily life both for the wider community and for government agencies. According to Setyowati

quoted in Sari et al. (2021), skills are the ability and mastery of operational techniques regarding certain fields of work. Skills are acquired through the process of learning and practicing, which is related to a person's ability to perform or complete technical tasks.

In the village government office, technology plays a big role in the administrative process and the implementation of village development plans. Technology facilitates administrative services so that the processes in it can be achieved optimally without taking a long time. The technology that has been developed in the government makes it easier for people to access government policies, so that programs designed by the government can be implemented smoothly. Government information can be accessed anytime and anywhere by the local community, so people don't need to come to the office to get the information they need. The Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency is one of the village government agencies that implements a modern government system by utilizing technology in its daily operations. Given the importance of the role of leadership style and technological skills in improving employee performance, an in-depth study is needed to find out how much the two variables affect employee performance in the village government environment. Based on this description, this study aims to analyze the influence of leadership style and technological skills on employee performance at the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency.

Based on the background that has been presented, the formulation of the problem in this study is: (1) Does the leadership style have a significant effect on the performance of employees at the Baleharjo Village Office? (2) Does skills in technology have a significant effect on employee performance at the Baleharjo Village Office? (3) Do leadership styles and skills in technology simultaneously have a significant effect on employee performance at the Baleharjo Village Office?

The purpose of this study is to determine the influence of leadership style on employee performance at the Baleharjo Village Office, to find out the influence of skills in technology on employee performance at the Baleharjo Village Office, and to find out the simultaneous influence of leadership style and skills in technology on employee performance in the Baleharjo Village Office. This research is expected to provide theoretical benefits in the form of knowledge contribution and the development of thinking about the meaning of leadership styles and technological skills in the context of village government organizations. Practically, the results of this research are expected to be used as a reference for academics in adding knowledge insights and as a reference for future research. For agencies, this research is expected to be able to be used as input in employee performance evaluation so that it can achieve the desired goals optimally.

## **RESEARCH METHODS**

### **Types and Approaches to Research**

This study uses a quantitative approach based on the philosophy of positivism to examine the influence of leadership style and technological skills on employee performance at the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency. According to Nana & Elin (2018), quantitative methods are used to research on certain populations or samples by collecting data using quantitative research instruments and data analysis with the aim of testing the hypothesis that has been determined. This research involves individual characteristics in the social and organizational psychology fields, particularly in analyzing the relationship between leadership style and technological skills as independent variables and employee performance as dependent variables. The use of quantitative methods was chosen because it allows researchers to measure and analyze the influence of these variables objectively and systematically through statistical testing.

### **Population and Sample**

The population in this study is all employees of the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency which totals 30 people. Sugiyono (2014) defines population as a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The sampling technique used is nonprobability sampling with saturated sampling technique, which is a sample determination technique when all members of the population are used as samples (Sugiyono, 2014). Thus, the number of samples in this study is 30 respondents who are the entire population of employees of the Baleharjo Village Office. The use of saturated sampling was chosen because of the relatively small population so that all members of the population could be used as research respondents.

### **Research Variables and Operational Definitions**

This study uses two independent variables and one dependent variable. Independent variables consist of leadership style (X1) which is defined as the embodiment of a leader's behavior regarding his ability to lead (Chaniago, 2017), with indicators of decision-making ability, motivational ability, communication ability, subordinate control ability, responsibility, and emotional control ability. The second independent variable is technological skills (X2) which is the ability and technical mastery of operations regarding certain fields of work (Sari et al., 2021), with indicators of ability, proficiency, thoroughness, confidence, commitment, and experience. The dependent variable in this study is employee performance (Y) which is defined as work achievement which is the result of the implementation of a work plan made by an institution that is implemented by leaders and employees to achieve organizational goals (Abdullah, 2014).

Employee performance indicators include work quantity, work quality, output period, and cooperation. The three variables were measured using a questionnaire instrument with a measurement scale that has been adjusted to the characteristics of each variable.

### **Data Collection Techniques**

The data sources in this study consist of primary data and secondary data. Primary data was obtained directly from respondents through a questionnaire distributed to all employees of the Baleharjo Village Office. Sugiyono (2014) explained that questionnaires are a method of data collection that is carried out by dividing a list of questions to respondents to provide answers by giving certain marks to the alternative answers provided. Secondary data were obtained through literature studies that included books, previous research, and journals related to leadership styles, technological skills, and employee performance (Sugiyono, 2014). Data collection was carried out in Baleharjo Village, Kapanewon Wonosari, Gunungkidul Regency, Special Region of Yogyakarta by providing questionnaires to all respondents who had been determined to obtain relevant and accurate data.

### **Data Quality Test**

The validity test is carried out to measure the validity or not of a questionnaire using the Pearson Correlation Coefficient technique (Ghozali, 2011). A questionnaire item is considered valid if  $r_{count} > r_{table}$  with degree of freedom (df) = N-2. With a sample count of 30, then df = 28 and the value of the table r at alpha 0.05 is 0.361. Questionnaire items that have a calculated r-value greater than 0.361 are declared valid and can be used in the study. Reliability tests use Cronbach's Alpha method to determine the consistency of the measuring instrument and ensure that the instrument used is reliable. Ghozali (2011) states that an instrument has good reliability if Cronbach's Alpha coefficient is  $\geq 0.6$ . Reliability testing is

performed on all question items in the questionnaire to ensure that the measurement results remain consistent when the measurements are repeated at different times.

### **Classic Assumption Test**

The normality test was carried out using the One Sample Kolmogorov Smirnov test to test whether in the regression model, the disruptive or residual variables have a normal distribution (Ghozali, 2011). The basis for decision-making is that if the significance value is  $> 0.05$ , then the data is normally distributed, while if the significance value is  $< 0.05$ , then the data is not normally distributed. The multicollinearity test uses the Tolerance and Variance Inflation Factor (VIF) methods to test whether the regression model finds a correlation between independent variables, with the criterion that multicollinearity does not occur if the Tolerance value is  $> 0.10$  and the VIF value is  $< 10.00$ . The heteroscedasticity test uses the Glejser test by regressing the residual absolute value to independent variables to test whether in the regression model there is an inequality of variance from one residual to another observation (Ghozali, 2011). The autocorrelation test uses the Durbin-Watson test to test whether in a linear regression model there is a correlation between the disruptive error in the  $t$ -period and the disruptive error in the  $t-1$  period. A good regression model is one that does not autocorrelation, with the  $DU < DW < 4-DU$  criteria indicating no autocorrelation occurring.

### **Data Analysis Techniques**

Multiple linear regression analysis was used to determine the influence of leadership

style and technological skills on employee performance with the equation model  $Y = \alpha + \beta_1X_1 + \beta_2X_2 + e$ , where  $Y$  is employee performance,  $\alpha$  is constant,  $\beta$  is the partial regression coefficient,  $X_1$  is leadership style,  $X_2$  is technology skill, and  $e$  is an error or disruptive variable. A partial hypothesis test ( $t$ -test) was performed to show how far an independent variable individually influences in explaining the variation of dependent variables, with a significance level of 5% ( $\alpha = 0.05$ ) as stated by Ghozali (2011). Simultaneous hypothesis testing ( $F$  test) is used to show whether all independent variables included in the model have a combined influence on the dependent variables (Ghozali, 2011). The determination coefficient ( $R^2$ ) test was carried out to determine the level of accuracy in regression analysis with values between 0 and 1, where the closer one is to the other, it shows that the independent variable has an effect on the dependent variable. The determination coefficient is also used to determine the percentage change of dependent variables caused by independent variables.

## **RESULTS AND DISCUSSION**

### **Characteristics of Respondents and Research Data Profiles**

This study uses primary data obtained through a questionnaire distributed to all employees at the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency, Special Region of Yogyakarta with a total of 30 respondents. The questionnaire return rate reaches 100% and all data can be processed for analysis purposes. The characteristics of the respondents in this study include gender, age, education level, and working period as presented in Table 1.

**Table 1:** Characteristics of Respondents

Category	Information	Frequency	Present (%)
Gender	Man	24	80.0
	Woman	6	20.0
Age	18-20 Years	1	3.3
	21-25 Years	13	43.3
	> 25 Years	16	53.3
Education	SMA	9	30.0
	DIPLOMA	7	23.3
	S1	13	43.3
	S2	1	3.3
Tenure	0-5 Years	6	20.0
	6-10 Years	17	56.7
	> 10 Years	7	23.3

Source: 2022 primary data, processed

Based on Table 1, respondents were dominated by male employees as many as 24 people (80%), while female employees amounted to 6 people (20%). In terms of age, the majority of respondents aged over 25 years were 16 people (53.3%), followed by the age group of 21-25 years old as many as 13 people (43.3%), and only 1 person (3.3%) aged 18-20 years. The distribution of education level showed that most of the respondents had a S1 educational background of 13 people (43.3%), then 9 high school graduates (30%), 7 people

(23.3%), and S2 as many as 1 person (3.3%). Based on the working period, the majority of respondents had a 6-10 year service period of 17 people (56.7%), followed by a service period of more than 10 years of 7 people (23.3%), and a service period of 0-5 years as many as 6 people (20%). The profile of this respondent shows that employees at the Baleharjo Village Office are dominated by workers who have had adequate work experience with a relatively good level of education.

### Instrument Validity and Reliability Testing

**Table 2:** Results of the Validity Test of Leadership Style Variables

Question Items	R Value Calculate	Table R Values	Information
GK1.1	0.835	0.361	Valid
GK1.2	0.796	0.361	Valid
GK1.3	0.818	0.361	Valid
GK1.4	0.553	0.361	Valid
GK1.5	0.676	0.361	Valid
GK1.6	0.834	0.361	Valid

Source: Primary data processed 2025

Before further analysis, the research instrument is first tested for validity and reliability to ensure that the measuring instrument used is able to measure what should be measured consistently. The validity test was carried out using Pearson's Correlation Coefficient technique through the Statistical

The results of the validity test of the leadership style variables presented in Table 2 show that all question items (GK1.1 to GK1.6) have a calculated r value ranging from 0.553 to 0.835, where all of these values are greater

Product and Service Solution (SPSS 22) program by comparing the calculated r value with the r table. A questionnaire item is declared valid if r counts are greater than r tables, and vice versa is invalid if r counts are smaller than r tables.

than the table r of 0.361. Thus, it can be concluded that the six question items on the leadership style variable are declared valid and suitable to be used to measure the construction of leadership style.

**Table 3:** Results of the Validity Test of Technology Skill Variables

Question Items	R Value Calculate	Table R Values	Information
KT1.1	0.487	0.361	Valid
KT1.2	0.777	0.361	Valid
KT1.3	0.788	0.361	Valid
KT1.4	0.840	0.361	Valid
KT1.5	0.879	0.361	Valid
KT1.6	0.747	0.361	Valid

*Source: Primary data 2025, processed*

Table 3 presents the results of the validity test for the technology skill variable showing that all question items (KT1.1 to KT1.6) have a calculated r value ranging from 0.487 to 0.879, where the overall value is

greater than the table r of 0.361. These results indicate that all question items on the technology skills variable were declared valid and can be used in this study

**Table 4:** Results of the Validity Test of Employee Performance Variables

Question Items	R Value Calculate	Table R Values	Information
KK1.1	0.759	0.361	Valid
KK1.2	0.758	0.361	Valid
KK1.3	0.782	0.361	Valid
KK1.4	0.761	0.361	Valid

*Source: Primary data 2025, processed*

The results of the validity test of the employee performance variables as shown in Table 4 show that the four question items (KK1.1 to KK1.4) have calculated r values ranging from 0.758 to 0.782, where all of these

values are greater than the table r of 0.361. Thus, it can be stated that all question items on the employee performance variable are valid and can be used to measure the construct of employee performance.

After the validity test, a reliability test is carried out to measure the internal consistency of the research instrument. An instrument is said to be reliable if it has a Cronbach Alpha

value above 0.6. The results of the reliability test for the three research variables are presented in Table 5

**Table 5. Reliability Test Results**

Code	Variable	Cronbach Alpha Values	Information
GK	Leadership Style	0.826	Reliable
KT	Technology Skills	0.851	Reliable
CD	Employee Performance	0.756	Reliable

Source: 2025 primary data, processed

Based on Table 5, the Cronbach Alpha value for the leadership style variable is 0.826, the technology skill variable is 0.851, and the employee performance variable is 0.756. The overall Cronbach Alpha value is above the threshold of 0.6 so it can be concluded that all variables in this study have a good and consistent level of reliability to be used in measurement. A valid and reliable instrument is an absolute requirement to obtain valid and reliable research results.

**Classic Assumption Testing**

To ensure that the regression model used meets the basic assumptions in multiple linear

regression analysis, a series of classical assumption tests are carried out which include normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests.

**Normality Test**

The normality test aims to find out whether in the regression model, the disruptive or residual variable has a normal distribution. In this study, the One Sample Kolmogorov-Smirnov test was used with the provision that the data is normally distributed if the significance value is greater than 0.05

**Table 6. Normality Test Results**

	Unstandardized Residual
Asymp. Sig. (2-tailed)	0.200

Source: 2025 primary data, processed

The results of the normality test presented in Table 6 show the significance value of Asymp. Sig. (2-tailed) is 0.200, where this value is greater than 0.05. Thus, it can be concluded that the residual data in this study is normally distributed and the assumption of normality is met.

**Multicollinearity Test**

The multicollinearity test was carried out to test whether the regression model found a

high or perfect correlation between independent variables. A good regression model should have no correlation between independent variables. The test was carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF) with the criterion that multicollinearity does not occur if the Tolerance value is greater than 0.01 and the VIF value is less than 10.

**Table 7. Multicollinearity Test Results**

Type	Collinearity Statistics	
	Tolerance	VIVID
Leadership Style	0.508	1.968
Technology Skills	0.508	1.968

Source: 2025 primary data, processed

Based on Table 7, the leadership style variable has a Tolerance value of 0.508 which is greater than 0.01 and a VIF value of 1.968 which is smaller than 10. Similarly, the technology skill variable has a Tolerance value of 0.508 and a VIF value of 1.968. This result shows that there is no multicollinearity between independent variables in the regression model, so that both independent variables can be used simultaneously in the model without causing collinearity problems.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. In this study, the Glejser test was used with the provision that heteroscedasticity does not occur if the significance level is above 0.05.

**Table 8. Results of Heteroscedasticity Test (Glejser Test)**

Type	Sig.
Leadership Style	0.551
Technology Skills	0.460

Source: 2025 primary data, processed

The results of the heteroscedasticity test shown in Table 8 show that the leadership style variable has a significance value of 0.551 and the technology skill variable has a significance value of 0.460, where both values are greater than 0.05. Thus, it can be concluded that in the regression model there is no heteroscedasticity, which means that the residual variance is homogeneous.

**Autocorrelation Test**

The autocorrelation test was used to determine whether there is a correlation between the disruptive error in the t-period and the error in the t-1 period in the regression model. The first test was performed using the Durbin-Watson test with the criterion that no

autocorrelation occurs if the DU value  $< DW < 4-DU$ . The results of the Durbin-Watson test showed a DW value of 2.691, while a DU value = 1.566, DL = 1.283, 4-DU = 2.434, and 4-DL = 2.717. The Durbin-Watson value is at  $4-DU < DW < 4-DL$  ( $2,434 < 2,691 < 2,717$ ), indicating that there is no certainty or definite conclusion about the existence or absence of autocorrelation.

Because the Durbin-Watson test did not yield a definitive conclusion, a follow-up test was performed using the Runs Test. The Runs Test is performed to check the randomness of the data with the criterion that there is no autocorrelation problem if the value is Asymp. Sig. (2-tailed) is greater than 0.05.

**Table 9. Autocorrelation Test Results (Runs Test)**

Types of Testing	Asymp. Sig. (2-tailed)
Test runs	0.577

Source: 2025 primary data, processed

Based on Table 9, the value of Asymp. The Sig. (2-tailed) of the Runs Test is 0.577, which is greater than 0.05. Thus, it can be concluded that in the regression model there is no autocorrelation problem, so the model is suitable for use in the analysis.

### Multiple Linear Regression Analysis and Hypothesis Testing

After all classical assumptions were met, multiple linear regression analysis was carried out to test the influence of leadership style and technological skills on employee performance at the Baleharjo Village Office.

**Table 10. Multiple Linear Regression Test Results**

Type	B	t Statistics	Sig.
(Constant)	1.382	0.902	0.375
Leadership Style	0.225	2.878	0.008
Technology Skills	0.397	5.018	0.000

Source: 2025 primary data, processed

Based on the results of the regression analysis presented in Table 10, the multiple linear regression equation is obtained as follows:

$$Y = 1.382 + 0.225 X_1 + 0.397 X_2$$

Where Y is the employee performance variable, X<sub>1</sub> is the leadership style variable, and X<sub>2</sub> is the technology skill variable. The constant value of 1,382 indicates that if the variables of leadership style and technological skills are zero, then the employee performance value is 1,382. The regression coefficient of the leadership style variable (X<sub>1</sub>) of 0.225 with a positive sign indicates that every one unit increase in the leadership style variable will improve employee performance by 0.225 assuming the other independent variables are constant. Meanwhile, the regression coefficient of the technology skill variable (X<sub>2</sub>) of 0.397 with a positive sign indicates that every one unit increase in the technology skill variable will increase employee performance by 0.397 assuming the other independent variables are fixed.

### Partial Hypothesis Testing (t-test)

To test the influence of each independent variable individually on the dependent variable, a partial test (t-test) was carried out with a significance level of  $\alpha = 0.05$ . According to Ghozali (2011), the t-test

basically shows how far an independent variable individually influences in explaining the variation of dependent variables. An independent variable is declared to have a significant effect on the dependent variable if the significance value is less than  $\alpha$  (0.05).

The results of the partial test showed that the leadership style variable had a significance value of 0.008 which was smaller than 0.05, with a positive regression coefficient of 0.225. This indicates that the H<sub>1</sub> hypothesis is accepted and H<sub>0</sub> is rejected, which means that the leadership style has a positive and significant effect on employee performance. These findings show that the better the leadership style applied, the higher the performance of employees at the Baleharjo Village Office.

Meanwhile, the technology skill variable had a significance value of 0.000 which was smaller than 0.05, with a positive regression coefficient of 0.397. These results show that the H<sub>2</sub> hypothesis is accepted and H<sub>0</sub> is rejected, which means that technological skills have a positive and significant effect on employee performance. These findings indicate that improving employees' technology skills will have an impact on improving their performance in carrying out their duties and responsibilities.

### **Simultaneous Hypothesis Testing (F Test)**

Simultaneous tests (F tests) are performed to find out whether all independent variables included in the model together have an influence on the dependent variables. The results of the F test show a significance value of 0.000 which is smaller than  $\alpha$  (0.05), which means that the  $H_3$  hypothesis is accepted and  $H_0$  is rejected. Thus, it can be concluded that the variables of leadership style and technological skills together have a significant effect on employee performance at the Baleharjo Village Office.

### **Coefficient of Determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is used to measure how capable the model is in explaining the variation of dependent variables. The value of  $R^2$  ranges from 0 to 1, where a value close to 1 indicates that the independent variable provides almost all the information needed to predict the variation of the dependent variable. The results of the analysis showed an  $R^2$  value of 0.797 or 79.7%, which indicated that the variables of leadership style and technological skills were able to explain the variation in employee performance by 79.7%, while the remaining 20.3% were influenced by other variables that were not studied in this study.

## **Discussion**

### **The Influence of Leadership Style on Employee Performance**

The results of statistical testing prove that leadership style has a positive and significant effect on employee performance at the Baleharjo Village Office, as shown by a significance value of 0.008 which is smaller than 0.05. These findings confirm that leadership style has a close relationship with employee performance, where the success rate of a government agency is highly dependent on the leadership style factor applied by its leaders.

Leadership style is a method used by leaders in communicating and interacting with

their subordinates. According to Tjiptono (2006) quoted in Yulianita (2017), leadership style represents the philosophy, skills, and attitude of leaders in organizational politics. In the context of public services at the village level, an effective leadership style is very important to motivate and direct employees in providing the best service to the community. When a leader is able to apply a good leadership style, such as providing clear directions, conducting effective communication, providing support to employees, and creating a conducive work environment, then employee performance will improve significantly.

The results of this study are in line with research conducted by Sunarsi (2017) which shows that leadership style has a significant positive effect on employee performance. In the context of the Baleharjo Village Office, leaders who are able to adopt a leadership style that is participatory, supportive, and oriented towards employee development will create a positive work atmosphere, increase job satisfaction, and ultimately improve employee performance in carrying out public service tasks.

### **The Influence of Technology Skills on Employee Performance**

The second hypothesis test proves that technological skills have a positive and significant effect on employee performance, as shown by a significance value of 0.000 which is smaller than 0.05. These findings show that technology skills are an important factor influencing employee performance in the current era of digitization of public services.

Employee performance can be measured through skills and abilities in carrying out their duties. The more skilled an employee is, especially in mastering technology, the better his performance level will be. According to Setyowati et al. (2021) quoted in Sari et al. (2021), skills are the ability and mastery of operational techniques regarding certain fields of work. Skills are usually acquired by a person through the

process of learning or training in order to complete tasks easily and carefully.

In the context of modern public services, technological skills are becoming increasingly crucial given the many digital systems and applications used in government administration. Employees who have good technology skills will be able to utilize various devices and information systems to improve their work efficiency and effectiveness. They can complete administrative tasks faster, more accurately, and with fewer errors. In addition, technology skills also allow employees to adapt to system changes and new technological innovations that continue to develop in public services.

The findings of this study are consistent with the results of Sari's (2021) research which shows that skills have a positive and significant effect on employee performance. This indicates that investment in improving employees' technology skills through digital competency training and development programs will have a positive impact on improving overall organizational performance.

### **The Influence of Leadership Style and Technology Skills on Employee Performance Simultaneously**

The results of the simultaneous testing proved that leadership style and technological skills together had a positive and significant effect on employee performance, as shown by a significance value of 0.000 which was smaller than 0.05. The value of the determination coefficient ( $R^2$ ) of 0.797 or 79.7% shows that these two independent variables have a very large contribution in explaining the variation in employee performance at the Baleharjo Village Office.

These findings indicate that employee performance is the result of a combination of various factors that interact with each other, where leadership style and technological skills are two important factors that cannot be ignored. When a government agency has a leader with an effective leadership style and is

supported by employees who have adequate technology skills, the organization's performance will improve optimally.

A good leadership style will create a work environment that supports learning and skill development, including technology skills. Visionary leaders will encourage and facilitate employees to continuously improve their technology competencies through training programs and the provision of adequate technological facilities. On the other hand, employees who are skilled in technology will find it easier to implement the directives and policies set by the leadership, so that organizational goals can be achieved more effectively and efficiently.

The results of this study are in line with the findings of Prayogo (2017) which shows that leadership style, skills, and work welfare have a simultaneous effect on employee performance. In the context of the digital transformation of public services, the synergy between effective leadership and employee technology skills is the key to success in improving the quality of service to the community.

The practical implication of the findings of this study is that the management of the Baleharjo Village Office needs to pay attention to these two aspects simultaneously in an effort to improve employee performance. Leadership development programs for structural officials need to be integrated with technology skills improvement programs for all employees. Thus, agencies can create a work ecosystem that is conducive to continuous performance improvement, which will ultimately have an impact on improving the quality of public services to the people of Baleharjo Village.

### **CONCLUSION**

This study proves that leadership style and technological skills have a significant influence on employee performance at the Baleharjo Village Office, Kapanewon Wonosari, Gunungkidul Regency. Partially,

the leadership style had a positive and significant effect with a significance value of 0.008 and a regression coefficient of 0.225, indicating that effective leadership is able to increase employee motivation and productivity. Technology skills were also proven to have a positive and significant effect with a significance value of 0.000 and a regression coefficient of 0.397, indicating that mastery of technology is a crucial factor in the era of digitization of public services. Simultaneously, the two variables contributed 79.7% to the variation in employee performance, confirming that the synergy between visionary leadership and employee technology competence is the optimal combination to improve the quality of public services. These findings recommend the need for leadership development that is integrated with technology training programs on an ongoing basis to achieve maximum organizational performance.

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