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THE INFLUENCE OF COMPETENCE AND LEADERSHIP ON THE PERFORMANCE OF VILLAGE APPARATUS IN IMPROVING TOURISM DEVELOPMENT IN SEKAPUK VILLAGE, UJUNG PANGKAH SUB-DISTRICT, GRESIK REGENCY

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ARTICLE INFORMATION

ABSTRACT

In 2017, Sekapuk Village was an underdeveloped village with an IDM (Development Village Index) of 0.55%. Sekapuk Village has had a myriad of problems from time to time including poverty, a slum environment, flooding, and stagnant and undeveloped Village-Owner Enterprises. This study aims to test the hypothesis and identify the influence of competence and leadership on the performance of village apparatus in increasing tourism development in Sekapuk Village, Ujung Pangkah District, Gresik Regency. In this study using a quantitative research approach. Based on the results of the research that has been described in the discussion, it can be concluded that firstly, there is a significant influence between competence on the performance of village apparatus where the first hypothesis is accepted. That is, good competence is able to improve the performance of village apparatus in increasing tourism development in Sekapuk Village, Ujung Pangkah District, Gresik Regency. Second. Second, there is a significant influence of leadership on the performance of village apparatus where the second hypothesis is accepted. That is, the better the leadership that is applied, the performance of the village apparatus can be improved. Third, competence and leadership together have a significant effect on the performance of Sekapuk Village apparatus, Ujung Pangkah District, Gresik Regency where the third hypothesis is accepted..
Keywords*: competency, leadership, performance*

ABSTRAKSI

Pada tahun 2017 Desa Sekapuk merupakan desa tertinggal dengan IDM (Index Desa Membangun) 0,55%. Desa Sekapuk memiliki segudang permasalahan dari masa ke masa diantaranya adalah kemiskinan, Lingkungan yang kumuh, banjir, serta BUMDes yang stagnan dan tidak berkembang. Penelitian ini bertujuan untuk menguji hipotesis dan mengidentifikasi terkait pengaruh kompetensi dan kepemimpinan terhadap kinerja aparatur desa dalam meningkatkan pembangunan pariwisata di Desa Sekapuk, Kecamatan Ujung Pangkah, Kabupaten Gresik. Pada penelitian ini menggunakan pendekatan penelitian kuantitatif. Berdasarkan hasil penelitian yang telah diuraikan pada pembahasan tersebut, maka dapat disimpulkan antara lain *pertama*, terdapat pengaruh yang signifikan antara kompetensi terhadap kinerja aparatur desa dimana hipotesis pertama diterima. Artinya, kompetensi yang baik mampu untuk meningkatkan kinerja aparatur desa dalam peningkatan pembangunan pariwisata di Desa Sekapuk, Kecamatan Ujung Pangkah, Kabupaten Gresik. Kedua. *Kedua*, terdapat pengaruh yang signifikan kepemimpinan terhadap kinerja aparatur desa dimana hipotesis kedua diterima. Artinya, semakin baik kepemimpinan yang diterapkan, maka dapat meningkatkan kinerja dari aparatur desa. *Ketiga,* secara bersama-sama kompetensi dan kepemimpinan berpengaruh signifikan terhadap kinerja aparataur Desa Sekapuk, Kecamatan Ujung Pangkah, Kabupaten Gresik dimana hipotesis ketiga diterima.
Kata kunci: kompetensi, kepemimpinan, kinerja

INTRODUCTION

Apparatus source is one of the most important factors in determining the success of public sector organization (Fahmi, 2016; Ajijah & Selvi, 2021). Village apparatus has influence on the success of village development (Eka & Ismiyati, 2015; Salman, Ganie, & Saleem, 2020; Widiono & Fathurrahman, 2023) because they determine the participation of village community in the process of village development, especially in the field of tourism development. This started with reformation on regional management which is called regional autonomy or decentralization . The administration of village government is a sub-system of the government administration system, so that the village has the authority to regulate their community in accordance with Law Number 6 of 2014.

Village has the authority to decide the desired performance achievement. Hence, the performance of village apparatus becomes one of the factors that determines the success of village government. As in Sekapuk Village, Ujung Pangkah Sub-District, Gresik Regency, which is a pilot village in developing village tourism. In 2017, Sekapuk Village was an underdeveloped village with an IDM (Development Village Index) of 0.55%. Sekapuk Village had a myriad of problems from time to time including poverty, slum environment, floods, and stagnant and undeveloped BUMDes (village-owned enterprises).

However, in early 2018, Village Government committed to improve it through increasing the performance of BUMDes, development and improvement of village infrastructure, as well as developing and empowering the community's economy. Then in 2018, Sekapuk Village has succeeded in developing their village and became an Independent Village with IDM of 0.88%. Furthermore, Sekapuk Village also innovated by declaring as billionaire village on September 2020, due to the net profit and revenue of BUMDes has reached 11 billion rupiah with profit approximately of 4.5 billion rupiah.

From that value, BUMDes as a village economic institution was able to contribute more than 2 billion rupiah in Village Original Income (PADes). Where the value was greater than Village Fund from the Central Government. The success of Sekapuk Village in developing their village through tourism is of course inseparable from village apparatus. For the village apparatus, performance is very important especially in assessing the success of an organization within a certain time limit. Various opinions equate performance with the achievement of the quality of the implementation of task or activity to achieve its goals and mission (Mondy, & Noe, 2015; Nair, Jayabalan, & Perumal, 2021; Mai, Do, & Nguyen, 2022).

Performance can be acknowledged only if the individual or group of individuals has predetermined their success criteria (Fahmi, 2016; Faruk, 2021; Bor & Wanyoike, 2021). Success criteria is certain goals and targets that will be achieved. According to Nalim, Haryono, Muchran (2020), without goals or target, it is impossible to know the performance of a person or organization because there is no benchmark. The performance of village apparatus is greatly influenced by their competence. Several research results revealed that there is a significant impact between competence on the performance of village apparatus (Pandey, Burhanuddin, & Joorie, 2015; Putra, 2021; Purwanto, 2022). This shows that if the competency of the village apparatus is further improved, the performance of the village apparatus will increase.

Another research also showed that there is an influence of competency variable including motive, characteristic, self-concept, knowledge and skill simultaneously on the performance of members of village consultative body (Purwanto, 2022). Furthermore, research conducted by Utami, Suryani, & Nurdin (2020) explained that competence has a

significance influence on the performance of the employees in Village Unit Cooperative (KUD) Bersama Makmur in Srimulyo Village, this shows that the better the competence possessed by the performance, the better the employee's performance will be. An employee's competence can be seen from his/her knowledge in completing task, in addition to employee competence knowledge, it can also be seen through employee skill in completing task, and furthermore attitude is also part of the competency that must be owned by employee, a good attitude will also provide good performance results (Skorkova, 2016; Thuy, Toan, & Huong, 2019).

Every occupation has its requirement and specific set of competencies to do it efficiently (Wahyudianto & Saputro, 2019). Meanwhile, the people who will do the work need to be adjusted to the competency related to their work (Sudarman, Hasim, & Maswati, 2020). It can be said that a competent employee is the main resource in every organization so that they can gain an advantage in organizational competition (Pratama, et. al., 2015). In addition, the leadership of village chief can also influence the performance of village apparatus because an effective leadership creates a positive organizational culture, strengthen motivation, clarify the mission and goals of the organization, and lead the organization to a more productive result and high-performance (Anasari, 2015; Lai, et. al., 2020; Saleem, et. al., 2020).

Research result showed that there is a significant influence of leadership on the performance of village apparatus (Wahyudi, Marantika, & Yusup, 2022). From the result of that research, it also can be said that the leadership of a village chief is the most important factor in the performance of village apparatus. Therefore, researcher is interested to conduct this research, it is expected that it can become the reference for further research regarding the most important factor in

tourism development in villages. This research aims to test hypothesis and identify concerning the influence of competence and leadership on the performance of village apparatus in improving tourism development in Sekapuk Village, Ujung Pangkah Sub-district, Gresik Regency.

METODE PENELITIAN

This research uses quantitative approach. Research according to the level of explanation is research that intends to explain the position of the variables studied and the relationship/influence or comparison between one variable and another (Sarwono, 2013). According to its explanation level, this research belongs to associative/relationship research, which is research that aims to know the relationship between two or more variables. In the research method, the chosen population has a close relationship with the problem studied. In this research, researcher chose the population of Village Apparatuses in Sekapuk Village, Ujung Pangkah Sub-district, Gresik Regency in improving the Tourism Development.

Noor (2015) defines sample as a sampling procedure where only a portion of the population is taken and used to determine the desired characteristics and characteristics of a population. Because the number of populations in this study was 70, where it is less than 100, the researcher decided that the sampling technique in this study is a saturated sampling technique. Saturated sampling technique is a sampling technique where the all of population members are sample. Hence, the sample of this research is 70 Village Apparatuses in Sekapuk Village, Ujung Pangkah Village, Gresik Regency. The research instrument used questionnaire with a combination of non-participatory observation technique.

The data analysis used in this research is multiple linear regression analysis. Siregar (2015) defines multiple linear regression analysis as a tool

used to analyses the influence of leadership and organizational clime on the performance of village apparatus. Then the data process in this research used Statistical Package for Social Science (SPSS) 25.0. for Windows program. The data analysis steps in this study are Data Validity Test, Classical Assumption Test, Partial Test, Simultaneous Test, Coefficient of Determination, Multiple Linear Regression Test.

RESULT AND DISCUSSION
Result Interpretation and Data Analysis
Validity Test Result

To measure the accuracy of the questionnaire or item scale using a validity test. An instrument is valid if the instrument represents the content and purpose of the relevant variable. Therefore, the respondent can understand the content of questionnaire given. Validity test is carried out by calculating the correlation value between the question score and the variable score. This research had 70 respondents as the research sample. To determine the data validity is by using significant test by comparing r count with r_{table} for degree of freedom (df) = n-2.

In this study, the df is calculated by 70-2 or df = 68 with alpha 0.05, so the r_{tabel} value is 0.2352. If r_{count} (for each item can be seen in the Pearson Correlation column) is greater than r_{table}, then the item or question can be said to be valid. Table 1 below presents the results of the instrument validity test for each question item.

Table 1. Validity Test Result

Question Item	R count	r table df=(N-2)	Description
Competence (X1)			
X1.1	0.989	0.2352	Valid
X1.2	0.943	0.2352	Valid
X1.3	0.553	0.2352	Valid
X1.4	0.934	0.2352	Valid
X1.5	0.864	0.2352	Valid
Leadership (X2)			
X2.1	0.563	0.2352	Valid
X2.2	0.548	0.2352	Valid
X2.3	0.563	0.2352	Valid
X2.4	0.509	0.2352	Valid
X2.5	0.524	0.2352	Valid
X2.6	0.594	0.2352	Valid
X2.7	0.626	0.2352	Valid
X2.8	0.642	0.2352	Valid
X2.9	0.657	0.2352	Valid
X2.10	0.638	0.2352	Valid
X2.11	0.460	0.2352	Valid
X2.12	0.506	0.2352	Valid
X2.13	0.552	0.2352	Valid
X2.14	0.521	0.2352	Valid
X2.15	0.545	0.2352	Valid
Performance (Y)			

(Source: Primary Data, 2023)

Based on Table 1 above, researcher can see that the value in the r_{count} column is greater than the value in the r_{table} column, which is 0.2352. This result concluded that from all question items each variable is said to be strong according to the basis of decision making in the validity test with $r_{count} > r_{table}$ formula. Then the item or statement is said to be strong or valid and can be used at the next stage.

Reliability Test Result
Table 2. Reliability Test Result
Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Description
Competence (X1)	0.814	Reliable
Leadership (X2)	0.743	Reliable
Performance (Y)	0.793	Reliable

(Source: Primary Data, 2023)

Based on table 2, the Cronbach's Alpha value for all variables has a value above 0.60. This means that all research variables can be said to be reliable.

Classic Assumption Test Result
Normality Test

Normality test is a variable test used to test whether the data is distributed normally or not. In this research, normality test used *Kolmogorov-smirnov* test with guidelines for decision making criteria for normal data as the result of the normality test in the research are shown in the table below:

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.83818114
	Absolute	.082

Most Extreme	Positive	.051
Differences	Negative	-.082
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200[c,d]

(Source: Primary Data, 2023)

Based on one sample *kolmogorov-smirnov* test table above, it can be seen that the normality test for the data above shows that the multiple regression model made has followed a normal distribution. This can be seen from the Asymp Value. Sig. (2-tailed) of 0.200 > 0.05, thus it can be concluded that the data used in this study were normally distributed.

Multicollinearity Test

Multicollinearity test is carried out as a precondition for the regression test model which aims to test whether the regression model found a correlation between variable X or Y. A good regression model is the data must avoid multicollinearity problems. Basis for Making Decisions Multicollinearity Test from VIF (Variance Inflation Factor) value:
1. If VIF value < 10.00 means that there is no multicollinearity.
2. If VIF value > 10.00 means that there is multicollinearity.

Table 4. Multicollinearity Test

Variabel Independent	Collinearity Statistic		Description
	Tolerance	VIF	
Competence (X1)	0.837	1.195	There is no multicollinearity
Leadership (X2)	0.837	1.195	There is no multicollinearity

(Source: Primary Data, 2023)

It can be seen that the test result from the variables above obtained Tolerance value of > 0.10 and VIF value < 10.00 for all variables. Therefore, it can be concluded that the data does not show symptoms of multicollinearity.

Heteroscedasticity Test

One of the regulations in regression test model is where there is no heteroscedasticity indication. Meanwhile if there is a heteroscedasticity indication or problem, it will cause a doubt / inaccuracy in the result of the regression analysis performed. The basis for decision making in the Heteroscedasticity Test with the Scatterplot method is as follows:
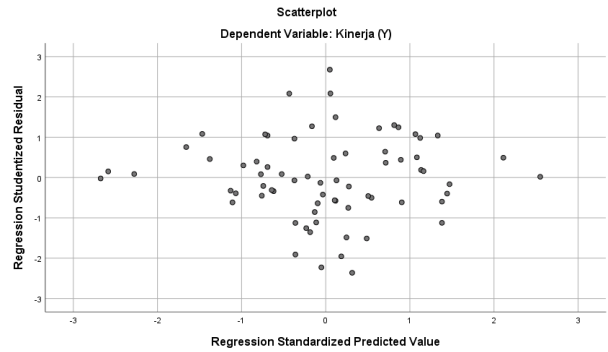

Figure 1. Heteroscedasticity Test Result
(Source: Primary Data, 2023)

From the result of the heteroscedasticity test performed, it can be concluded that the data does not show symptoms of heteroscedasticity because the data distribution points do not form a clear pattern and spread from up and down.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis

Model	Unstandardrized Coefficient		t	Sig.
	B	Std. Error		
(Constant)	4.342	3.634	1.195	.236
Competence (X1)	.516	.125	4.114	.000
Leadership (X2)	.359	.070	5.154	.000

(Source: Primary Data, 2023)

According to Table 5 that shows multiple linear aggression equation between Competence (X1) and Leadership (X2) on Performance (Y), is as follows:

Constant = 4.342
X1 = 0.516
X2 = 0.359

Constant is an alpha value from regression equation of $Y = \alpha + \beta1X1 + \beta2X2$. Meanwhile the

X1, X2 row is a regression coefficient from each independent variable (β_1, β_2, in the linear regression equation). Therefore, the regression model obtained above is as follows:

$$Y = 4{,}342 + 0{,}516 + 0{,}359.$$

With explanation as follows:

1.) α = 4.342, means that if X1, X2 are 0, then Performance (Y) is 4.342.
2.) β_1 = 0.516, means that meaning that if it is assumed that the Competency variable (X1) increases by 1 variance, then it can give an improvement effect on Performance of 0.516 variance to a significance of 0.000. It can be concluded that the better the competence, the better the employee's performance will be.
3.) β_2 = 0.359, means that if it is assumed as Leadership (X2) variable increases by 1 variance, then it can give improvement effect on Performance of 0.359 variance on significance of 0.000. Hence, the better the leadership, the better the employee's performance will be.

T Statistic Test

T test is one of research hypothesis tests in simple linear regression analysis or multiple linear regression. T test is used to know if independent (X) variable partially (individually) affects dependent (Y) variable. The basis for decision making in the T test is as follows:

1.) If significance (sig.) value < 0.05 and t_{count} > t_{table}, then there is then there is a significant influence of variable X on Y.
2.) If significance (sig.) value > 0.05 and t_{count} < t_{table}, then there is then there is no significant influence of variable X on Y.

Table 6. T Statistic Test Result

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	4.342	3.634		1.195	.236
Competence (X1)	.516	.125	.381	4.114	.000
Leadership (X2)	.359	.070	.477	5.154	.000
a. Dependent Variable: Performance (Y)					

(Source: Primary Data, 2023)

Sig. value is known for the effect of Competence (X1) on Performance (Y) is 0.000 <0.05 and the t_{count} is 4.114 > t_{table} 1.99601. So, it can be concluded that H0 is rejected and Ha is accepted, it means that there is a significant influence of Competence (X1) variable on Performance (Y). Leadership (X2) has significance value 0.000 < 0.05 and t_{count} 5.154 > t_{table} 1.99601. Therefore, it can be concluded that H0 is rejected and Ha is accepted. Hence, Leadership (X2) has significant influence on Performance (Y) variable.

F Statistic Test

F test in multiple linear regression is to test if the influence of independent variable has joint influence of dependent variable. The criteria for F test are:

1.) If F_{count} value < F_{table} or sig. > 0.05, then H0 is accepted and Ha is rejected, this states that all independent variables have no joint influence on the dependent variable.
2.) If F_{count} value > F_{table} or sig. < 0.05, then H0 is rejected and Ha is accepted, this states that all independent variables have joint influence on the dependent variable.

Table 7. F Statistic Test Result

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1098.389	2	549.194	36.199	.000[b]
	Residual	1016.483	67	15.171		
	Total	2114.871	69			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), Leadership (X2), Competence (X1)						

(Source: Primary Data, 2023)

(Source: Primary Data, 2023)

Based on the significance value (Sig.) from ANOVA output above is Sig. 0.000 < 0.05, then according to the basis for decision making in the F test can be concluded that H0 is rejected and Ha is accepted. This means that both Competency (X1) and Leadership (X2) variables have a significant effect on the Performance variable (Y). Based on the SPSS output table above, then as the basis for decision making in the F test, so it can be concluded that H0 is rejected and Ha is accepted. It means that both Competence (X1) and Leadership (X2) variables significantly influence on Performance (Y) variable. Based on

the two explanations of F test above, then we can conclude that both Competence (X1) and Leadership (X2) have a significant effect on the Performance variable (Y).

Coefficient of Determination Test (R^2)

Coefficient of Determination (R^2) has meaning as the influence contribution given by the independent variable or independent variable (X) to variable (Y). Or in other words the value of the coefficient of determination (Rsquare) is useful to predict and see how much influence the contribution of variable X simultaneously (together) on variable Y.

Table 8. Coefficient of Determination Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721ª	.519	.505	3.89505
a. Predictors: (Constant), Leadership (X2), Competence (X1)				
(Source: Primary Data, 2023)				

(Source: Primary Data, 2023)

Based on the "Model Summary" output value above, it is known that R square is 0.519. This value came from the quadrant the value of the correlation coefficient (R), which is 0.721 x 0.721 = 0.519. The determination of coefficient value is 0.519 or 52%, it means that Competence (X1) and Leadership (X2) variables influences Performance (Y) variable as many as 52%. Meanwhile the rest is influenced by other variables outside this regression equation.

Discussion

The Influence of Competence (X1) on Performance (Y

This research shows that there is a significant positive influence between Competence (X1) and Performance (Y). This can be shown from the significance value in T test of 0.000 < 0.005 and t count has value of 4.114 < t table 1.9960. Hence, if there is an increase in competence variable, then performance value will also increase. Therefore, the first hypothesis in this research is accepted. On the other hand, according to Bor and Wanyoike (2021) in their research entitled "Leadership Competency and Employee Performance: Empirical Evidence" where this research found that leadership competence is measured from social functional, personal and cognitive competences which are the

skills needed by a leader to improve the employee's performance. However, there are varied relationships between leadership competence variable and employee's performance.

It is different in the research result of Salman, Ganie and Saleem (2020) entitled "Employee Competencies as Predictors of Organizational Performance: A Study of Public and Private Sector Banks" where in that research showed a positive and significant influence of selected employee's competence on the organizational performance except for self-competence which showed insignificant and negative influence. This study has great potential to assist Indian banking industry policy and decision makers to develop and implement strategy to improve the employee's competency, which in turn plays an important role in improving organizational performance. This study is a unique attempt to examine the impact of various dimensions of employee competency on organizational performance, particularly in the Indian banking industry.

The Influence of Leadership (X2) on Performance (Y)

This study showed a positive and significant influence between Competence (X1) and Performance (Y). This can be shown from the significance value in the t test which is 0.000 <0.005 and t count has a value of 5.154 > t table 1.99601. So, if the competence variable increases, then the performance variable will also increase. Therefore, the second hypothesis in this research is accepted. In another research entitled "Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust" by Saleem, et al (2020) where the result of hierarchical linear model (HLM) for the cluster data showed that servant leadership strongly predicts affective trust, organizational citizenship behavior (OCB), and task performance of subordinates; affective belief fully mediate the effect of servant leadership on task performance while partially mediate the influence of servant leadership on the OCB of subordinates. In contrast, cognitive trust does not mediate the effect of servant leadership on OCB or task performance. These findings reveal the relevance of affective trust

as the basic mechanism that mediates and describes servant leadership into positive individual performance.

The research result by Lai, et al (2020) entitled "Transformational Leadership and Job Performance: The Mediating Role of Work Engagement" showed hierarchical linear regression analysis showed that after controlling it, several relevant variables (e.g., leader-member exchange [LMX], role-based self-efficacy, and transactional leadership), and several participant demographical variables (e.eg., gender, age, and education), work engagement still mediate a positive relationship between transformational leadership, work performance, and helping behavior.

Nair, Jayabalan and Perumal (2021) in their research entitled "The Impact of Leadership Competencies on Employee Performance in Malaysia during the COVID-19 Pandemic" where the research result showed that cognitive, emotional, and social intelligences have a significant positive relationship with employee's performance. That study found that employees in Malaysia want their leader to have those leadership competences, especially during times of crisis, which is the scientific novelty of this study. The implications of the research findings were also presented.

The Influence of Competence (X1) and Leadership (X2) on Performance (Y)

The analysis result of F count value of 36.199 >F table 2.74, then as the basis for decision making in the F test it can be concluded that H0 is rejected and Ha is accepted. It means that both Competence (X1) and Leadership (X2) variables have significant influence on Performance (Y) variable. Based on those two explanations in F test above it can be concluded that both Competence (X1) and Leadership (X2) variables have significant influence on Performance (Y) variable. Based on the research by Mai, Do, and Nguyen (2022) entitled "The Impact of Leadership Competences, Organizational Learning and Organizational Innovation on Business Performance" where the finding revealed that only results-oriented competencies have a significant impact on business performance.

Organizational learning is influenced by the three leadership competencies, while only cognitive and interpersonal competencies have a positive effect on organizational innovation. Relationship among organizational learning, innovation, and business performance were also confirmed. In addition, the finding emphasized the role of mediation in organizational learning and organizational innovation in relationship between leadership competence and business performance. Organizational learning and innovation also act as a mediator in the relationship between cognitive competence and business performance.

Nalim, Haryono, and Muchran (2020) in their research entitled "The Effect of Leadership Style and Compensation on the Work Performance of Merangin District Office Employees, Jambi: The Role of Work Motivation" where the results showed: (1) There is a positive and significant influence of leadership style on work motivation, (2) There is a positive and significant influence of compensation on work motivation, (3) There is a positive and significant of leadership style on the employee's performance, (4) There is no influence of compensation of the employee's performance, (5) There is a positive and significant influence of work motivation on the employee's performance. From the results of the analysis of direct and indirect influences, motivation in this study is an intervening variable. Variables of work motivation are intervening, especially for compensation variables. It is suggested to the Merangin Jambi Regency Secretariat to improve employee performance it is necessary to pay attention to the variables of leadership style, compensation, and work motivation.

CONCLUSION

Based on the results of the research that has been described in the discussion, it can be concluded, among others first, there is a significant influence of competence on the performance of the village apparatus where the first hypothesis is accepted. It means that a good competency is able to improve the performance of village apparatus in improving the tourism development in Sekapuk Village, Ujung Pangkah Sub-district, Gresik

Regency. Second, there is a significant influence of leadership on the performance of village apparatus where the second hypothesis is accepted. It means that the better the leadership is applied, the better the performance of village apparatus is. Third, both competence and leadership have significant influence on the performance of village apparatus is Sekapuk Village, Ujung Pangkah Sub-district, Gresik Regency where the third hypothesis is accepted.

Suggestion for the Government Agency to be able to maximize their current competence and leadership because it is proven that the two variables that have been tested are able to improve the performance of the village apparatus which will have an impact on the progress of tourism development in Sekapuk Village, Ujung Pangkah Sub-district, Gresik Regency. Meanwhile suggestion for the future research is expected to add more variables outside variables that have been tested in this research so that it can find new variative finding and use a greater number of samples so that the result will be more accurate. The future research is expected to examine other government agencies outside of this study. Because the problem of human resources in each agency is different.

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