

Influence of Leadership and Culture on the Performance of Village Apparatus with Motivation Work as Variables Mediation in the Subdistrict Makarti Jaya

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ABSTRACT

This study aims to determine 1) the influence of leadership on the work motivation of village apparatus in Makarti Jaya Subdistrict. 2) The influence of organizational culture on the work motivation of village apparatus in Makarti Jaya Subdistrict. 3) The influence of leadership on the performance of the village apparatus in Makarti Jaya Subdistrict. 4) The influence of organizational culture on the performance of the village apparatus in Makarti Jaya Subdistrict. 5) The influence of motivation on the performance of village apparatus in Makarti Jaya Subdistrict. This type of research is Associative. The variables used by researchers include leadership, organizational culture, motivation, and performance. The sample in this study consisted of the village apparatus in Makarti Jaya District, comprising 110 people selected through Cluster Random Sampling. The data used in this study were primary data collected using a questionnaire. The data analysis technique employed was Structural Equation Modeling (SEM) using the LISREL Program Application. The results of this study indicate that (1) Leadership has a positive and significant effect on work motivation (2) Organizational culture has a positive and significant effect on work motivation (3) Leadership has a positive but not significant effect on performance (4) Organizational culture has a positive and significant effect on performance (5) Motivation has a positive and significant effect on performance (6) Work motivation does not strengthen the influence of leadership on performance (7) Work motivation does not strengthen the influence of organizational culture on performance

Keywords : Leadership, Organizational Culture, Motivation, and Performance

1. Introduction

The success of an organization in achieving its goals is inseparable from its relationship with good and quality management of Human Resources (HR) owned by the organization. HR is a personal individual who works in an organization as a manager in achieving organizational goals. Every organization needs quality and competent HR in their respective fields, in order to face challenges and meet the expectations and objectives of the organization continuously. .

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One of the factors that influences the success of an organization is the performance of its members as workers or employees/staff in the organization. Workforce performance is crucial for organizations or agencies as a measure of success in achieving their objectives, as the higher the performance of each employee, the greater the opportunity to achieve organizational goals. The organization expects each employee/staff member to deliver good performance and high-quality work. In the context of Human Resource Development (HRD), several factors of individual organizational behavior play a vital role as human assets, especially in managing human resources within their subordinates. Organizations in the smallest government agencies, such as village governments, also require the best performance of related village apparatus employees in order to support the goals and success of the village government. In the dynamics of village development in Indonesia, the village apparatus plays an essential role as the spearhead of government at the local level.

Performance is influenced by several factors, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline ([Kasmir 2019: 189-193](#)). Measurable performance can be used as a basis for assessing work achievements, both in the planning, implementation, and completion stages of activities. Through these variables and indicators, an organization has a clear level and measurement instrument for assessing the success or failure of its activities.

One of the factors that can affect performance is work motivation. According to [Busro \(2020:51\)](#), work motivation is a driving force from within an individual to carry out certain activities in achieving goals. Leadership is also a factor that affects employee performance. Apart from work motivation and leadership, organizational culture is also a factor that can affect performance. Organizational culture refers to the pattern of shared beliefs, behaviors, assumptions, and values ([Edison et al., 2017, p. 120](#)). It encompasses the way members behave and interact, as well as how they work together. Organizational culture can create an environment that fosters improved individual performance. Organizational culture is believed to be the set of values developed by the organization, thereby guiding the behavior of its members.

Village apparatus employees are the key to achieving welfare and efficiency of public services in the village government. Although the government has differentiated the status of village apparatus employees from that of civil servants (PNS), in practice, they share many similarities with the State Civil Apparatus (ASN) in terms of public services and sources of income. Village apparatus are part of the government administrators in the village and have the task of assisting the village head in carrying out the duties and authorities of the village head, as well as providing village government services, and supporting the community in the village where their place of duty is located. In accordance with Law Number 06 of 2014 concerning Villages, it is explained that the authority to appoint and dismiss a part of the village government is vested in the village head. However, in carrying out this authority, the village head must comply with the regulations outlined in applicable laws or regulations.

Every government agency, including the village government, in achieving its goals will be faced with problems. Researchers observed and found a phenomenon of problems in village government related to the performance of village apparatus employees in the Makarti Jaya sub-

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district. The initial phenomenon that occurred in the village government of Makarti Jaya sub-district, the discovery of problems in the results of the implementation of the work of regional apparatus and village apparatus, can be seen in the following table:

There are still many goals and performance targets of the regional and village government apparatus in Makarti Jaya sub-district that have not been achieved optimally. This indicates that the goals have not been appropriately achieved as set. Based on the performance targets, which serve as a manifestation of the goal indicators, several conditions can be described in relation to the existing reality. If observed closely, there are targets with performance indicators that have not been met optimally. There is target 1 for the Government Agency Performance Accountability System (SAKIP) value, with a target of 72.00% and realized 30.74%, meaning it is still in the predicate of less for good standards/targets. Performance on Public Satisfaction with Regional/Village Apparatus Services with a target of 90.00% and realized 80.50%, meaning it is not optimal for good standards/targets. There is target 3 for the Percentage of Public Complaint Resolution with a target of 95.00% and realized 84.45%, meaning it is not optimal for good standards/targets. Furthermore, on target 4 for the Percentage of Implementation of General Government Affairs in Regions/Villages, with a standard/target indicator of 95.00% and realized 82.51%, meaning that it has not been able to optimally exceed the standard/target.

2. Literature Review

2.1. Employee Performance

Based on several expert opinions, such as [Mangkunegara \(2017\)](#), [Busro \(2018\)](#), it can be concluded that performance is the result of work by an employee or group of employees, in an effort to achieve organizational goals in accordance with their respective authorities and responsibilities.

2.2. Factors Affecting Performance

According to [Kasmir \(2019:189-193\)](#), 13 factors influence performance, namely: (1) Ability and expertise, (2). Knowledge, (3). Work design (4). Personality (5). Work motivation (6). Leadership, (7). Leadership style (8). Organizational culture (9). Job satisfaction (10). Work environment (11). Loyalty, (12). Commitment (13). Discipline

Performance Indicators According to [Wibowo \(2016:89\)](#) there are 8 performance indicators as follows: (1). Objectives; (2). Tools or Facilities; (3). Increasing the results achieved; (4). Enthusiasm; (5). Self-development (6). Quality (7). Efficiency (8). Competence.

Meanwhile, according to [Sedarmayanti \(2017:369\)](#), several indicators must be followed in performance assessment, namely: 1) *Quantity of work* (quantity/amount of work), 2) *Quality of work* (quality of work), 3) *Job knowledge* (knowledge about work), 4) *Creativeness* (creativity), 5) *Cooperation* (cooperation), 6) *Initiative* (initiative)

2.2. Work Motivation

Based on several expert opinions such as [Busro \(2018\)](#), [Sedarmayanti \(2017\)](#), it can be concluded that work motivation is a set of internal drivers that create a person's passion for

work, enabling them to be willing to work effectively and maintain integrity throughout various human behavioral processes aimed at achieving organizational goals.

According to [Afandi \(2018: 29-30\)](#), the indicators contained in work motivation include:

1. **Remuneration** is anything in the form of goods, services or money given by the company to employees.
2. **Working conditions** refer to the various environmental factors within a company that affect its employees' work.
3. **Work facilities** encompass all the facilities and infrastructure within the company that employees can utilize, both directly related to their work and essential for the smooth operation of the work.
4. **Work performance** is a work result achieved by a person in carrying out the tasks assigned to him by the company.
5. **Recognition from superiors** is one of the factors that drives employee motivation which can make employees happy.
6. **The job itself** is a situation where employees find interesting tasks, opportunities to learn and opportunities to take responsibility for their work.

2.2. Leadership

According to [Sutrisno \(2020:213\)](#) Leadership is the activity of moving others to achieve the expected results by leading, guiding, and influencing others. Meanwhile, according to [Robbins & Judge \(2015:249\)](#), leadership is defined as the ability to influence a group towards achieving a predetermined vision or goal.

Based on several expert opinions, it can be concluded that leadership is the process of influencing, providing examples, motivating, and guiding others to achieve organizational goals. As for the indicators from Leadership, according to [Kartono \(2017: 34\)](#) is as follows: Communication Skills. Ability to Motivate, Decision-Making Ability and Ability to Control Subordinates.

2.4. Culture Organization

Based on several expert opinions such as [Sedarmayanti \(2016:99\)](#), [Edison \(2016\)](#), and [Busro \(2020\)](#) it can be concluded that organizational culture is social knowledge and the creative work of an organization's community that is attempted to be transformed to the organization's citizens, and used as a guideline in every action.

Based on [Robbins & Judge \(2015:355\)](#) several indicators of organizational culture, namely:

1. **Innovation and Courage to Take Risks.** It is the extent to which the organization encourages employees to be innovative and dare to take risks. Apart from that, how the organization appreciates risk-taking actions by employees and generates employee ideas.
2. **Attention to Detail.** The extent to which the organization expects employees to demonstrate precision, analysis and attention to detail.
3. **Results Orientation.** The extent to which management focuses on results rather than on the techniques and processes used to achieve them.
4. **People Orientation.** Is the extent to which management decisions take into account the effects of outcomes on people within the organization. organization

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5. **Team Orientation.** Is the extent to which activities Work organized around teams , not individuals.
6. **Attitude Aggressive.** Is the extent to which people in the organization are aggressive and competitive in carrying out the organizational culture as best as possible.
7. **Stability.** The extent to which organizational activities emphasize the status *quo* (maintaining what is good enough) rather than growth.

2.5. Framework Thinking

The framework of thought is a temporary explanation of the symptoms that are the object of the problem. The relationship between theoretical concepts, previous research, and supporting phenomena is used as a systematic arrangement of research

The influence of leadership on work motivation

According to Saydam and Kadarisman in [Erri & Fajrin \(2018\)](#), two factors influence motivation, namely internal factors and external factors. One of the external factors that comes from outside the employee is leadership. Through good leadership, it will drive activities and motivate others to achieve the expected results and goals. In this context, leadership is crucial to provide work motivation to employees.

Research conducted by [Nelson et al. \(2016\)](#), titled "*The Influence of Leadership on Organizational Culture, Work Motivation, and Performance of Timor Leste Office Employees,*" demonstrates that leadership variables have a significant impact on work motivation variables.

The influence of organizational culture on work motivation

According to Saydam and Kadarisman in [Erri & Fajrin \(2018\)](#) there are two factors that influence motivation, namely internal factors and external factors. One of the external factors that influences employees is organizational culture. Organizational culture plays a big role in motivating employees. Employees who feel comfortable with the organizational culture tend to be more motivated in doing their work. In a positive organizational culture, employees feel appreciated, motivated, and have a sense of belonging to the organization.

The influence of leadership on performance

According to [Kasmir \(2019:189-193\)](#), one of the factors that can affect performance is leadership. Leadership is one of the most crucial factors that affect the performance and success of an organization. A good leader is able to provide direction, maintain team motivation, and ensure that all parts of the organization are moving towards the same goal. Effective leadership not only plays a role in achieving targets, but also creates employee productivity.

Research conducted by [Budyawan et al. \(2022\)](#), entitled *The Influence of Leadership on Village Apparatus Performance with Satisfaction and Commitment as Mediating Variables*, found that leadership has a significant influence on employee performance.

The influence of organizational culture on performance

According to [Kasmir \(2019:189-193\)](#), one of the factors that can affect performance is organizational culture. A strong organizational culture serves as a guide for employees in navigating changes and challenges, ultimately enhancing their performance. Employees will

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refer to the existing values and norms within the organization to inform their decisions and enhance performance in alignment with the organization's goals.

Previous research conducted by [Hasbullah \(2024\)](#); with the research title: The Influence of Organizational Culture and Work Motivation on the Performance of Village Apparatus in West Kelumbayan District, Tanggamus Regency, revealed that organizational culture has a significant influence on employee performance.

The influence of motivation on performance

According to [Kasmir \(2019:189-193\)](#), one of the factors that can affect performance is motivation. Work motivation can spur employees to work hard so that it can increase employee work productivity and will affect the achievement of organizational goals. The role of employee motivation in working is very important because motivation is closely related to performance, if motivation is high, employee performance is also high. Conversely If motivation low , employee performance is also low.

Previous research conducted by [Hasbullah \(2024\)](#); with the research title: The Influence of Organizational Culture and Work Motivation on the Performance of Village Apparatus in West Kelumbayan District, Tanggamus Regency, proved that the work motivation variable has a significant effect on the performance variable.

Based on description on the relationship between the influences of the variables above, the following illustrates the research framework.

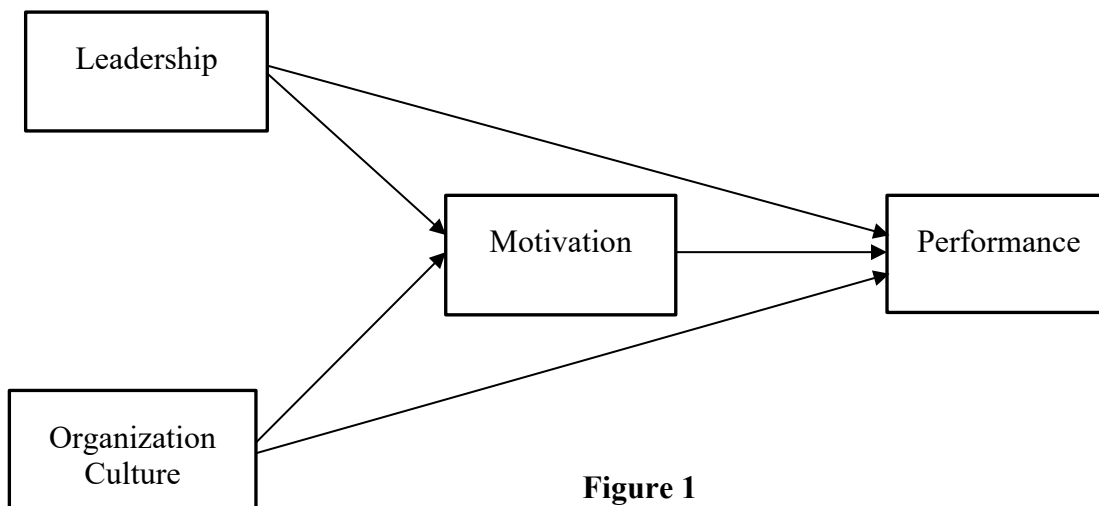


Figure 1
Research Framework

2.6. Hypothesis

1. significant influence of leadership on the work motivation of village officials in Makarti Jaya sub-district.
2. There is a significant influence of organizational culture on the work motivation of village officials in Makarti Jaya sub-district.
3. There is a significant influence of leadership on the performance of village officials in Makarti Jaya sub-district.

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4. There is a significant influence of organizational culture on the performance of village officials in Makarti Jaya sub-district.
5. There is a significant influence of work motivation on the performance of village officials in Makarti Jaya sub-district.

3. Research Methodology

3.1. Operationalization of Variables

Table 1. Operational Variables

Research Variables	Operational Definition	Indicator	Statement items
Performance (η_2)	It is the result of work by an employee or group of employees, in an effort to achieve organizational goals in accordance with the authority and responsibility of each village apparatus in Makarti Jaya sub-district.	1. Purpose 2. Tools and Facilities 3. Initiative	1-3 4-6 7-9
Work motivation (η_1)	It is a set of internal drivers that create a person's work enthusiasm, so that they are willing to work, be effective and have integrity in a series of human behavioral processes in achieving organizational goals in village apparatus in Makarti Jaya sub-district.	1. The work itself 2. Work Performance 3. Recognition from superiors .	10-12 13-15 16-18
Leadership (ξ_1)	It is a process of influencing, giving examples and motivating and controlling other people, so as to be able to achieve organizational goals in the village apparatus in Makarti Jaya sub-district.	1. Ability to make decisions 2. Ability to motivate 3. Ability to control subordinates	19-21 22-24 25-27
Organizational culture (ξ_2)	It is social knowledge and the creative work of an organization's community that is attempted to be transformed to the organization's citizens, and used as a guideline in every action of the village apparatus in Makarti Jaya sub-district.	1. Attention to detail 2. Result orientation	28-31 32-35

Source: Processed data, 2024

3.2. Population and Sample

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The population in this study was all village apparatus employees in Makarti Jaya sub-district, namely 121 people. This study involved 11 indicators, so referring to the guidelines above, a minimum sample size of 10 x 11 or 110 respondents is required. After obtaining the total number of representative samples, the next step is to calculate the proportion of the sample. The results of the proportion calculation using the *proportionate method*, obtained the number of proportion samples with the sample distribution, as follows:

Table 2. Sample Proportion

No	Area	Population	Calculation	Sample
1	Purwosari	9	$(9 / 120) \times 110$	8
2	New Cape	12	$(12 / 120) \times 110$	11
3	New Estuary	12	$(12 / 120) \times 110$	11
4	Prosperous Upang	10	$(10 / 120) \times 110$	9
5	Cape Town	12	$(12 / 120) \times 110$	11
6	The Pangestu	10	$(10 / 120) \times 110$	9
7	Noble Honor	11	$(11 / 120) \times 110$	10
8	Ant River	12	$(12 / 120) \times 110$	11
9	Golden Water	11	$(11 / 120) \times 110$	10
10	Delta Upang	10	$(10 / 120) \times 110$	9
11	The Hall of Harjo	12	$(12 / 120) \times 110$	11
	Amount	121		110

Source: Processed data, 2024

The technique used in sampling is *cluster random sampling*. *Cluster random sampling* is an area/regional sampling technique used to determine samples when the object to be studied is very large, for example the population of a country, province or district ([Sugiyono, 2019: 94](#)).

The data collection methods used were interviews and questionnaires, namely the respondents' answers to a series of questions and statements, related to the influence of leadership and organizational culture on employee performance with work motivation as a mediating variable on village apparatus employees in Makarti Jaya District, Banyuasin Regency.

According to [Sugiyono \(2019:142\)](#), a questionnaire is a data collection technique carried out by giving a set of written statements or questions to respondents to answer. Instrument collection data Which used that is questionnaire. The questionnaire contains a number of statements on a *Likert scale*. The instrument items can be statements or questions. The answers to each instrument item using a *Likert scale* have a gradation from positive to negative. Determination of the score or weight of each statement is done with different answer alternatives, namely: Strongly agree 5, Agree 4, Neutral 3, Don't agree 2, Strongly disagree 1

Data analysis and testing techniques used in research is *structural equation modeling* (SEM) modeling. SEM modeling is a development of *path analysis*. In the SEM method, the quality relationship between independent variables (exogenous) and dependent variables (endogenous) is fully established. In the use of SEM, not only the direct and indirect quality relationships on

the variables are detected, but also the components that contribute to the formation of the construct can be determined in magnitude.

3.3. Data Analysis Design

3.3.1. Data Test

Validity Test

Validity test is used to determine the accuracy of the measuring instrument against the concept being measured. The validity test stage of each indicator in SEM is carried out on each exogenous and endogenous construct. A variable is declared to have good validity if *the Average Variance Extract* (AVE) is greater than 0.50. The minimum recommended AVE value is 0.50, but 0.4 is acceptable because if AVE is less than 0.5, but *the composite reliability* is higher than 0.6, ([Huang, et al., 2014](#)). Validity testing in this study is the result of calculations from the output of the *Lisrel application*.

In addition, according to [Wijanto \(2015:64\)](#), Validity is related to whether a variable measures what it should measure. The criteria that can be used in this test are : (with = 30 respondents)

- 1) The t value of the factor loading is greater than the critical value (or ≥ 1.96).
- 2) Standardized loading *factors* ≥ 0.50 .

Reliability Test

According to [Arikunto \(2015:1554\)](#), the reliability test is intended to determine whether the research instrument can be trusted to be used as a data collection tool. To measure reliability in SEM, Composite Reliability Measure and Variance Extracted Measure are used. The reliability test used in this study is the result of calculations from the output of the *Lisre application*.

3.3.2. Model Testing

According to [Joreskog and Sorbom \(2018\)](#), the model suitability test is carried out using several Goodness-of-Fit-Test (GOF) model suitability measures. A structural model is declared fit if it meets at least five types of GOF, namely:

Table2. Model Suitability Criteria

No	Degree of Match Size	Acceptable Match Level
1	<i>Goodness of Fit Index (GFI)</i>	The range is between 0-1, with higher values being better, $GFI \geq 0.9$ is good-fit, while $0.8 \leq GFI \leq 0.9$ is marginal fit.
2	<i>Root Mean Square Error Of Approximation</i>	$RMSEA \leq 0.08$ is a good fit, while $RMSEA < 0.05$ is a close fit.

3	<i>Expected Cross Validation Index (ECVI)</i>	The expected GOF on another sample of the same size. The assessment is based on a comparison between models. The smaller the better.
4	<i>Tucker-Lewis Index or Non Normed Fit Index (TLI or NNFI)</i>	Values range from 0-1, with higher values being better. $TLI \geq 0.9$ is a good fit while $0.8 \leq TLI < 0.9$ is a marginal fit.
5	<i>Normed Fit Index (NFI)</i>	Values range from 0-1, with higher values being better. $NFI \geq 0.9$ is a good fit, while $0.8 \leq NFI < 0.9$ is a marginal fit.
6	<i>Adjusted Goodness of Fit Index (AGFI)</i>	The value range is between 0-1, AGFI ≥ 0.9 is a good fit, while $0.8 < AGFI < 0.9$ is a marginal fit.
7	<i>Incremental Fit Index (IFI)</i>	The value ranges between 0-1, with a higher value being better. IFI ≥ 0.9 is good fit, while $0.8 < IFI < 0.9$ is marginal fit.
8	<i>Comparative Fit Index (CFI)</i>	Values range from 0-1, with higher values being better. CFI ≥ 0.9 is a good fit, while $0.8 < CFI < 0.9$ is a marginal fit.
9	<i>Normed ChiSquare</i>	The ratio between Chi-Square divided by the degree of freedom. Recommended values, lower limit = 1.0, upper = 2.0 or 3.0 and looser 5.0
10	<i>Critical N</i>	Estimate the sample size sufficient to produce an adequate model fit for the Chi Square test. CVN > 200 already indicates that a model

Source: [Hairs, et al , 2014](#)

4. Hypothesis Coefficient Test

Hypothesis testing is done by looking at the *Critical Ratio* (CR) value and the *p value*. The hypothesis is said to have an influence when the CR value produced is > 1.96 . Then, for the *p-value*, it is said to have an influence when the *p-value* produced is ≤ 0.05 . If the CR-value is less than 1.96, then H_0 is accepted. If the CR- value is > 1.96 , then H_0 is rejected ([Ghozali, 2017:68](#)).

Results and Discussion

1.1. Respondent Description

This research was conducted on Village Apparatus in Makarti Jaya District. Using four variables, namely Leadership (X1), Organizational Culture (X2), Motivation (Y1) and

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Performance (Y2). The sample in this study amounted to 110 respondents, so the questionnaire that has been distributed is complete with good and correct answers so that it is worthy of being tested to manage the data.

The general description of respondents can be seen through the demographics of respondents which include gender, age and education. These demographic factors are considered to influence consumer loyalty which is the topic of the study.

The author will describe the characteristics of the respondents as follows:

By Gender

The first characteristic is based on the gender of the respondents. To find out what the genders of the respondents are, see the following table:

Table 3. Respondent Characteristics Based on Gender

No	Gender	Number of Respondents	Percentage (%)
1	Man	82	85 %
2	Woman	28	15 %
	Total	110	100%

Source. Research Data Processing Results, 2024

Table 3 shows the gender characteristics of Village Officials in Makarti Jaya District, where there are more male employees, this is because few women are interested in becoming village officials.

Age

Table 4. Respondent Characteristics Table Based on Age

No	Age	Number of Respondents	Percentage (%)
1	< 21 years	1	1%
2	21 – 30 years	32	29%
3	31 – 40 years	32	29%
4	41 – 50 years	35	32%
5	51 – 60 years	10	9%
	Total	110	100%

Source. Research Data Processing Results, 2024

Table 4 shows the age characteristics of Village Officials in Makarti Jaya District, who are mostly aged 41-50 years, because many village officials have served for a long time and based on experience are mature as village officials .

Based on Education

Table 5. Respondent Characteristics Table Based on Education

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No	Education	Number of Respondents	Percentage (%)
1	SENIOR HIGH SCHOOL	82	75%
2	D3	2	2%
3	S1	25	22%
4	S 2	1	1%
	Total	110	100%

Source. Research Data Processing Results, 2024

Table IV.2 shows the educational characteristics of Village Officials in Makarti Jaya District, most of whom are high school graduates because in Makarti Jaya District, in carrying out work, they do not only require educational qualifications but also prioritize experience as a village official and the minimum requirement is a high school level to be able to become a Village Official in Makarti Jaya District .

Research Data Analysis

Confirmatory Factor Analysis (CFA)

This analysis was conducted on all constructs separately in order to test *the measurement model* through evaluation of construct validity and construct reliability.

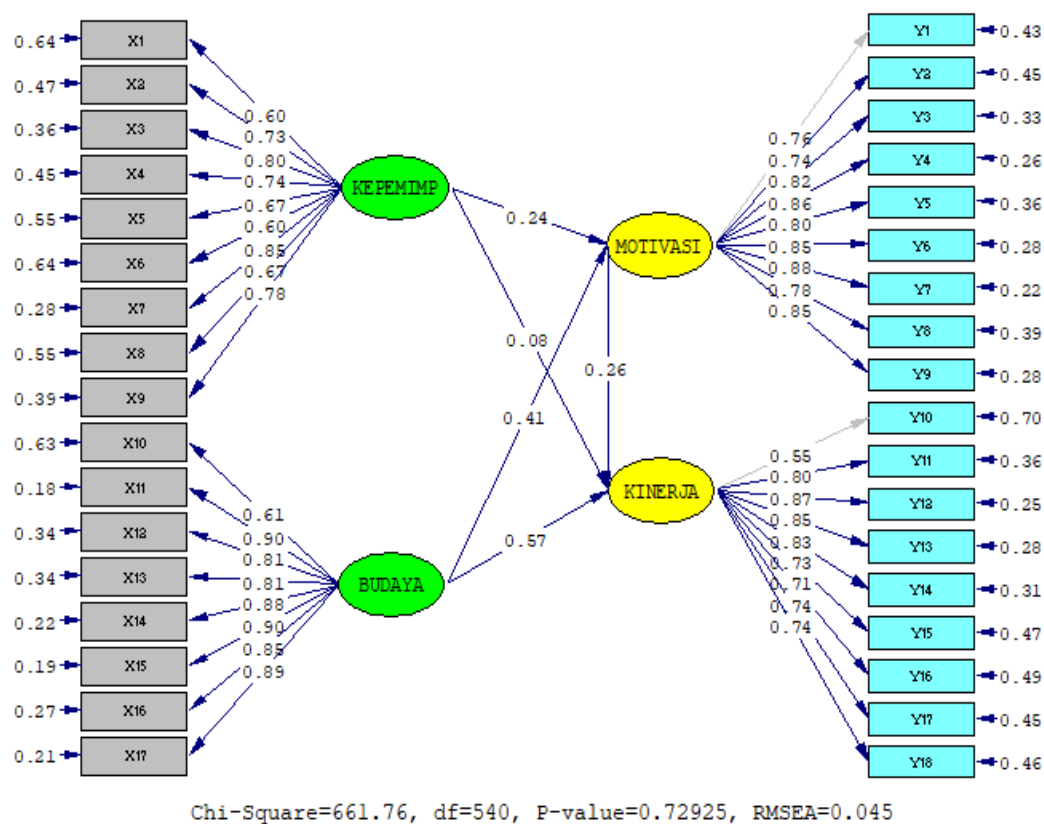


Figure 2. Confirmatory Factor Analysis (CFA) Image

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Based on Figure 2 above, it shows that all *loading factor variables* have values greater than the error value. This shows that the CFA (*Confirmatory Factor Analysis*) test at the initial stage shown in Figure 2 above has met the requirements for the next stage of testing.

Construct Validity Test

manifest variable is an evaluation of the factor loading of the variable against its latent variable. A variable is said to have good validity against its construct variable or latent variable, if the *Average Variance Extract* (AVE) is greater than 0.50. The results of testing each variable are:

Performance Validity Test Results

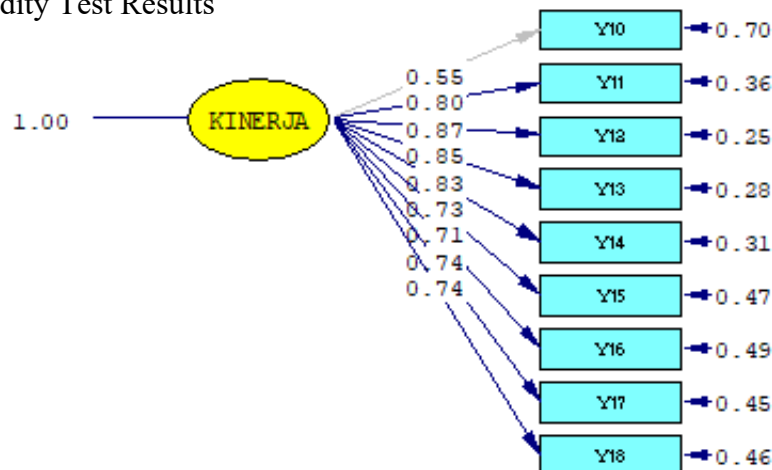


Figure 3. Performance Factor Loading Test

Based on Figure IV.2 of the 9 statements of the validity test of the performance instrument construct, each is greater than 0.05 and overall the *Average Variance Extract* (AVE) value is ≥ 0.50 . The results show that all performance variable indicators have passed the validity test, because they have met the requirements, namely the *loading factor value* ≥ 0.05 so that the instrument is declared valid and can be used as a valid measuring tool in further analysis.

Motivation Validity Test Results

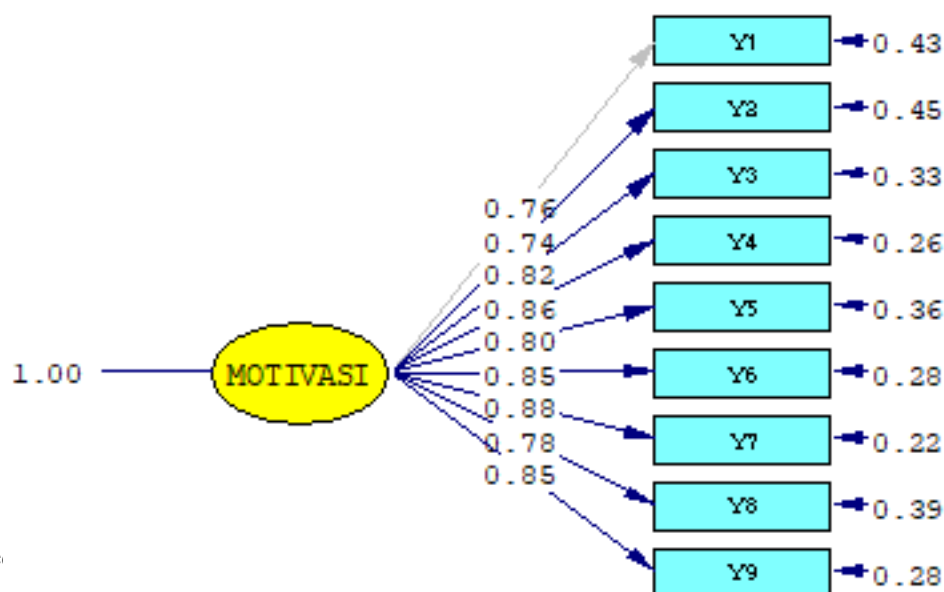


Figure 4. Testing of Motivation Factor Loading

Based on Figure IV.3 of the 9 statements of the construct validity test of the motivation instrument, each is greater than 0.05 and overall *the Average Variance Extract (AVE)* value is ≥ 0.50 . The results show that all indicators of the motivation variables have passed the validity test, because they have met the requirements, namely the *loading factor value* ≥ 0.05 so that the instrument is declared valid and can be used as a valid measuring tool in further analysis



Figure 5. Leadership validity Test Result

Based on Figure 5 of the 9 statements of the validity test of the leadership instrument construct, each is greater than 0.05 and overall *the Average Variance Extract (AVE)* value is ≥ 0.50 . The results show that all indicators of the leadership variables have passed the validity test, because they have met the requirements, namely the *loading factor value* ≥ 0.05 so that the instrument is declared valid and can be used as a valid measuring tool in further analysis.

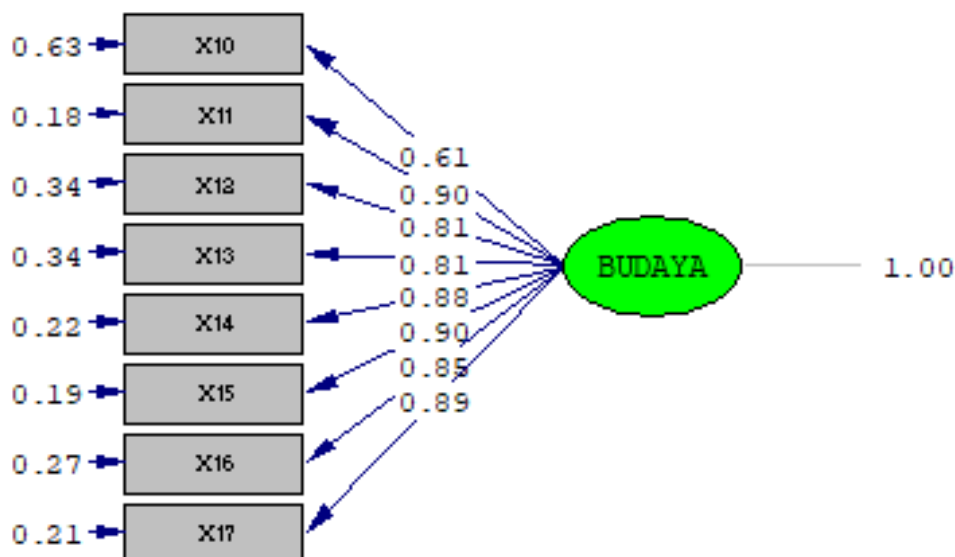


Figure 6. Organizational Culture Validity Test Results

Based on Figure 6. of the 8 statements of the construct validity test of the organizational culture instrument are each greater than 0.05 and overall *the Average Variance Extract* (AVE) value is ≥ 0.50 . The results show that all indicators of organizational culture variables have passed the validity test, because they have met the requirements, namely *the loading factor value* ≥ 0.05 so that the instrument is declared valid and can be used as a valid measuring tool in further analysis.

Construct Reliability Test

Reliability measurement can be done using the following methods: Construct reliability is said to be good if its value is equal to or greater than 0.70. A good measure of variance extraction is if its value is 0.50. The variance extraction reflects the amount of overall variance in the indicator explained by the latent construct. Based on Table IV. 8 above, it shows that the results of the CR value calculation are > 0.70 so it can be concluded that all constructs in *the full model loading factor* for the variables of leadership, organizational culture, motivation and employee performance in this study are acceptable and reliable.

Model Fit Test

the Goodness of Fit appendix , a summary of the model suitability test results can be made as follows:

Table 6. *Goodness of Fit Index*

<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	<i>Analysis Results</i>	<i>Model Evaluation</i>
P-Value	≥ 0.5	0.73	Good Fit
RMSEA	≤ 0.1	0.045	Good Fit
GFI	≥ 0.90	0.74	Fit
NNFI	≥ 0.90	0.98	Good Fit
SRMR	≤ 0.1	0.068	Good Fit
IFI	≥ 0.90	0.98	Good Fit
CFI	≥ 0.90	0.98	Good Fit
RFI	≥ 0.90	0.92	Good Fit
NFI	≥ 0.90	0.93	Good Fit

Source. Research Data Processing Results, 2024

Based on Table IV.9, it can be concluded that the model is good because the overall *goodness of fit index criteria are in the good fit category* .

Structural Equation Modeling (SEM) Analysis

Structural Model

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Next, a structural model test will be conducted, namely testing the significance of the influence. The image below is the result of the structural equation based on LISREL software.

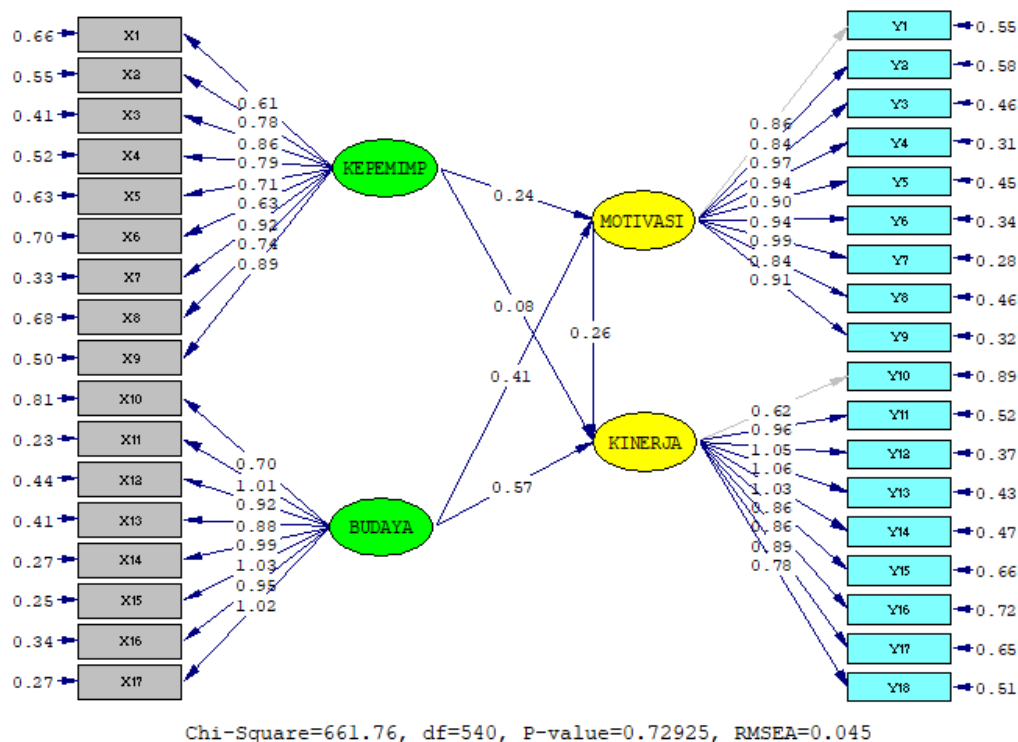


Figure 7. Path Analysis

Information:

Motivation = $0.24 \times \text{leadership} + 0.41 \times \text{organizational culture}$

Performance = $0.08 \times \text{leadership} + 0.57 \times \text{organizational culture} + 0.26 \times \text{motivation}$

1) Hypothesis Testing (T-Values)

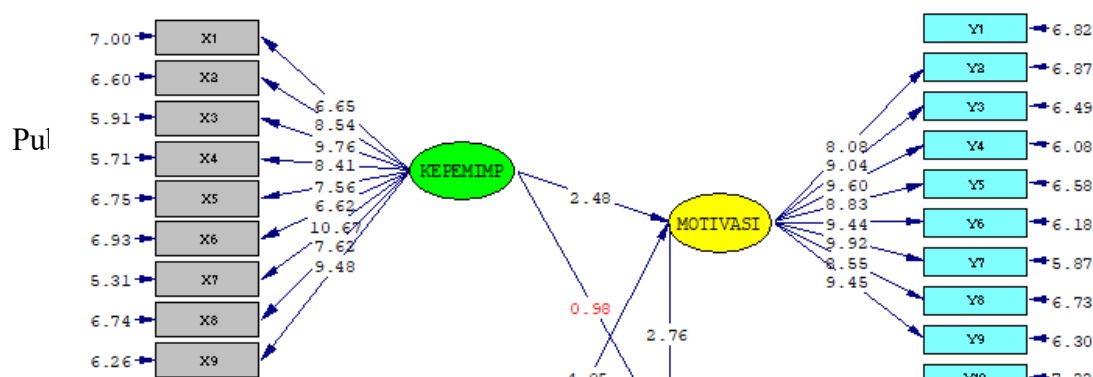
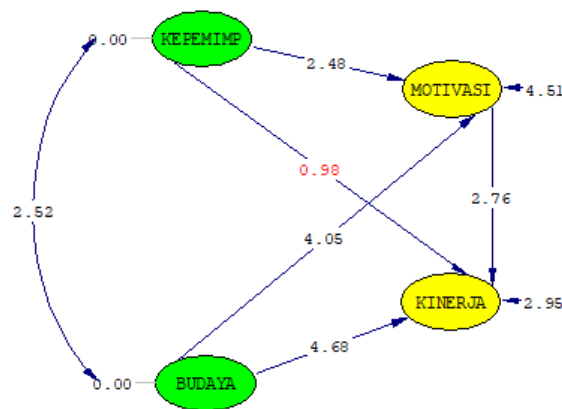


Figure 8. T-Values Test Results



Chi-Square=661.76, df=540, P-value=0.72925, RMSEA=0.045

Figure 9. Drawings X Models T-Values

Based on Figure IV.7 and Figure IV.8, the path coefficient and T -Values can be displayed in the following table:

Table 7. Hypothesis Test Table

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No	Variables	T-Values	Cr Rate	Information
1	Leadership - Motivation	2.48	> 1.96	Significant
2	Culture – Motivation	4.05	> 1.96	Significant
3	Leadership Performance	0.98	< 1.96	Not Significant
4	Culture - Performance	4.68	> 1.96	Significant
5	Motivation Performance	2.76	> 1.96	Significant

Source. Research Data Processing Results, 202 5

Based on Figure 9 and Table 8, the following research hypothesis test

was carried out:

a) The Influence of Leadership on Motivation

Ho1: There is no significant influence of leadership on the work motivation of village officials in Makarti Jaya sub-district .

Ha1: There is a significant influence of leadership on the work motivation of village officials in Makarti Jaya sub-district.

Based on Figure 6 and Table 7, it can be seen that the calculation result of T-Values is $2.48 > 1.96$ so that Ha is accepted. This means that it can be concluded that leadership has a significant effect on motivation.

The Influence of Organizational Culture on Motivation

Ho2: There is no significant influence of organizational culture on the work motivation of village officials in Makarti Jaya sub-district .

Ha2: There is a significant influence of organizational culture on the work motivation of village officials in Makarti Jaya sub-district .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $4.05 > 1.96$ so that Ho is accepted. This means that it can be concluded that organizational culture has a significant effect on motivation.

The Influence of Leadership on Performance

Ho3: There is no significant influence of leadership on the performance of village officials in Makarti Jaya sub-district .

Ha3: There is a significant influence of leadership on the performance of village officials in Makarti Jaya sub-district .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $0.98 < 1.96$ so that Ha is accepted. This means that it can be concluded that leadership has no significant effect on performance.

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The Influence of Organizational Culture on Performance

Ho4: There is no significant influence of organizational culture on the performance of village officials in Makarti Jaya sub-district .

Ha4: There is a significant influence of organizational culture on the performance of village officials in Makarti Jaya sub-district .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $4.68 > 1.96$ so that Ha is accepted. This means that it can be concluded that organizational culture has a significant effect on performance.

The Influence of Motivation on Performance

Ho5: There is no significant influence of motivation on the performance of village officials in Makarti Jaya sub-district .

Ha5: There is a significant influence of motivation on the performance of village officials in Makarti Jaya sub-district .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $2.76 > 1.96$ so that Ha is accepted. This means that it can be concluded that motivation has a significant effect on performance.

Then direct influence, indirect influence and total influence. The results of direct influence, indirect influence and total influence can be seen in table IV.15 below:

Table 8. Recapitulation of Direct and Indirect Influences

No	Variables	Intervening Variables	Direct Influence	Indirect Influence	Total Influence
1	Leadership - Motivation	-	0.24		0.24
2	Culture - Motivation	-	0.41		0.41
3	Leadership - Performance	-	0.08		0.08
4	Culture - Performance	-	0.57		0.57
5	Motivation - Performance	-	0.26		0.26
6	Leadership - Motivation - Performance	Motivation	0.24	0.06	0.30
7	Culture - Leadership - Performance	Motivation	0.41	0.11	0.52

Source. Research Data Processing Results, 202 5

Information :

Indirect influence of Leadership – Motivation – Performance = $0.24 \times 0.26 = 0.06$

Indirect influence of Organizational Culture– Motivation – Performance = $0.41 \times 0.26 = 0.11$

Total influence of Leadership – Motivation – Performance

= $0.24 + 0.06 = 0.30$

Total influence of Organizational Culture – Motivation – Performance

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$$= 0.41 + 0.11 = 0.52$$

Based on Table 8 above, we can see the direct influence, indirect influence and total influence which are described as follows:

The direct influence of leadership variables on motivation, based on the table above, shows 0.24, meaning that if leadership increases, motivation will increase or vice versa. Based on the test results, the influence of leadership on motivation is proven to be significant.

The direct influence of organizational culture variables on motivation, based on the table above, shows 0.41, meaning that if organizational culture increases, motivation will increase or vice versa. Based on the test results, organizational culture on motivation is proven to be significant.

The direct influence of leadership variables on performance, based on the table above, shows 0.08, meaning that if leadership increases, it will indirectly or intangibly increase performance or vice versa. Based on the test results, the influence of leadership on performance is proven to be insignificant.

The direct influence of organizational culture on performance, based on the table above, shows 0.57, meaning that if organizational culture increases, performance will increase or vice versa. Based on the test results, the influence of organizational culture on performance is proven to be significant.

The direct influence of motivation variables on performance, based on the table above, shows 0.26, meaning that if motivation can be increased, it will increase performance or vice versa. Based on the test results, the influence of motivation on performance is proven to be significant.

The direct influence of leadership on performance is 0.08 while the indirect influence of leadership variables on performance with motivation as an intervening variable is 0.06. This means that motivation does not strengthen the influence of leadership on employee performance.

The direct influence of organizational culture on performance is 0.57 while the indirect influence of organizational culture variables on performance with motivation as an intervening variable is 0.11. This means that motivation does not strengthen the influence of organizational culture on employee performance.

Discussion

This section will discuss the results of the analysis that has been done. This study aims to determine the Influence of Leadership and Organizational Culture on the Performance of Village Apparatus with Work Motivation as a Mediating Variable in Makarti Jaya District. The test is shown through the existing hypothesis so that it can determine how each variable affects other variables.

The Influence of Leadership on Work Motivation of Village Apparatus in Makarti Jaya District

Based on the test results, leadership has a positive and significant effect on the work motivation of the Village Apparatus in Makarti Jaya District. The results of this study are in accordance

with the theory according to Saydam and Kadarisman in [Erri & Fajrin \(2018:78\)](#) which states that one of the factors that influences motivation is leadership.

This study is in line with the study conducted by [Nelson et.al \(2016\)](#) in his study found that leadership has a positive and significant effect on work motivation. The reason this study obtained the same results as [Nelson et al. 's \(2016\)](#) study is due to the similarity of objects, specifically in the government environment. Additionally, it employs a cluster sampling technique.

The Influence of Organizational Culture on Work Motivation of Village Apparatus in Makarti Jaya District

Based on the test results, organizational culture has a positive and significant effect on the work motivation of the Village Apparatus in Makarti Jaya District. The results of this study are in accordance with the theory according to Saydam and Kadarisman in [Erri & Fajrin \(2018:78\)](#) which states that one of the factors that influences motivation is organizational culture.

The Influence of Leadership on the Performance of Village Apparatus in Makarti Jaya District

Based on the test results, leadership has no significant effect on the performance of the Village Apparatus in Makarti Jaya District. The results of this study are in accordance with the theory, according to [Kasmir \(2019:189 \)](#), which states that one of the factors that influences performance is leadership.

This study is in line with the survey conducted by [Arif & Saluy \(2020\)](#) which found that leadership has no significant effect on performance. In contrast to previous research conducted by [Budyawan, et al. \(2022\)](#), the study found that leadership has a positive and significant effect on performance.

The reason this study is different from the research of [Budyawan, et al. \(2022\)](#) is because it is based on several aspects, namely, the sample used in the research of was 67 respondents, while in this study there were 110 respondents. The sampling technique of the research used the *saturated sampling technique method*, while in this study it used *Cluster random sampling* . The data testing method of the research used the Smart PLS application, while in this study it used the Lisrel program application. The difference between Smart PLS and Lisrel lies in the Analysis Approach, Data Types and Assumptions, Output and Interpretation ([Hair, 2017](#))

The reasons why the leadership variable has no significant effect on performance are: first, because the elements in the indicators other than those asked by the researcher may have an effect on performance, meaning that in this case, the researcher in conducting the research only took three indicators that were close to the goal in asking questions to respondents because according to the researcher, these indicators are the most representative or appropriate indicators with the phenomena and facts when making observations. However, the results obtained by the researcher from the questionnaire that had been distributed and the results were processed actually stated that the leadership variable had no significant effect on performance, so it is very possible that the statement on the indicators used was also less precise.

The Influence of Organizational Culture on the Performance of Village Apparatus in Makarti Jaya District

Based on the test results, organizational culture has a positive and significant effect on the work motivation of the Village Apparatus of Makarti Jaya District. The results of this study are in accordance with the theory according to [Kasmir \(2019:189\)](#) stated that one of the factors that influences performance is organizational culture.

The Influence of Motivation on the Performance of Village Apparatus in Makarti Jaya District

Based on the test results, motivation has a significant effect on the performance of the Village Apparatus in Makarti Jaya District. The results of this study are in accordance with the theory according to [Kasmir \(2019:189\)](#) who said that motivation is one of the factors influencing performance. The research is supported by research conducted by [Arif & Saluy \(2020\)](#), which stated that motivation affects employee performance, while research conducted by [Rismyanti et al \(2023\)](#) showed that motivation has an impact but is not significant on employee performance.

The reason this research differs from that of [Rismyanti et al. \(2023\)](#) is that it is based on several aspects, namely, the differences in the indicators used in the study. The sample used in the study by [Rismyanti et al \(2023\)](#) was 93 respondents, while in this study there were 110 respondents. Research sampling technique [Rismyanti et al \(2023\)](#) using the *stratified random sampling method*, while in this study using *Cluster random sampling*. Research data testing method [Rismyanti et al \(2023\)](#) using the Smart PLS application, while in this study using the Lisrel program application. The difference between Smart PLS and Lisrel lies in the Analysis Approach, Data Types and Assumptions, Output and Interpretation ([Hair, 2017](#)).

Conclusion

Based on the discussion that has been discussed in the previous chapter, the author can draw the following conclusions from the research results, namely:

Leadership has a significant influence on the work motivation of Village Apparatus in Makarti Jaya District. Organizational culture has a considerable influence on the work motivation of Village Apparatus in Makarti Jaya District. Leadership has no significant impact on the performance of Village Apparatus in Makarti Jaya District. Organizational culture has a significant influence on the performance of the Village Apparatus in Makarti Jaya District. Motivation has a significant influence on the performance of Village Apparatus in Makarti Jaya District.

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