

The influence of motivation, work culture and work environment on performance through empowering managers of village-owned enterprises (BumDesa) in the Riau Islands Province

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Abstract

Purpose: This study analyzes the influence of motivation, work culture, and work environment on the performance of Village-Owned Enterprise Management (Bum Desa) with empowerment as an intervening variable in the Riau Islands Province. In 2023, of the 249 villages in the Riau Archipelago Province, only 10 (ten) Village BUMs, 4 (four)% of which were classified as Advanced Village BUMs. Village BUMs with a Developing classification are only 34 (34) Village BUMs 8.5% (eight point five). Meanwhile, the rest are still basic qualifications and are growing.

Methods: Using primary data from 302 managers of Village-Owned Enterprises, this study found that work culture and work environment did not have a significant direct effect on empowerment.

Results: In contrast, motivation, work culture, and work environment were proven to have a significant influence on performance, highlighting the importance of work culture and work environment for improving performance.

Recommendations: The proposed recommendation is to focus on improving work culture, work environment and empowerment as well as other aspects that have a more direct influence on performance.

Keywords: *motivation; work culture, work environment, performance, empowerment*

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1. Introduction

With the birth of a law known as the Omnibus Law, Law Number 11 of 2020 concerning Job Creation, one of its chapters has regulated Village-Owned Enterprises (BUM Desa) as an amendment to Article 87 of Law Number 6 of 2014 concerning villages. In Article 87 of Law Number 6 of 2014 concerning villages, which requires Village BUM to be sufficient with Village Regulations and not required to be a legal entity, it turns out that the Job Creation Law requires Village BUM to be a legal entity. This can certainly cause a slowdown in managing Village BUM, where every Village BUM manager must take care of it so that the Village BUM immediately becomes a legal entity. The limited availability of qualified human resources can cause the existence of Village BUM, which is not yet a legal entity in the Riau Islands Province. In addition, the geography of islands can also be an obstacle to the management of BUM Desa as a legal entity.

In addition, a Government Regulation (PP) has also been issued that regulates the existence of Village BUM, namely, PP number 11 of 2021. Furthermore, the government issued other regulations through the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 3 of 2021 concerning Registration, Data Collection and Ranking, Development and Development, and Procurement of Goods and/or Services of Village-Owned Enterprises as Business Entities that are increasingly taken into account to improve the economy. In Riau Islands Province, which consists of 275 villages divided into 5 (five) districts, Village-Owned Enterprises have the following details:

Table 1. List of Village-Owned Enterprises in Riau Islands Province Year 2023

No	Regency	Number of Villages	Number of BUMDES Formed	BASIC Classification	GROW Classification	Classification of BERKEMBANG	ADVANCED Classification
1	Bintan	36	36	9	20	4	3
2	Karimun	42	42	27	7	5	1
3	Natuna	70	55	50	0	4	1
4	Phallus	75	75	47	32	12	2
5	Anambas District	51	41	0	29	9	3
TOTAL IN 2023		275	249	133	88	34	10

Source: DPMD DUKCAPIL Islands Province in 2023

Referring to the table data that has been described above, it can be seen and explained that in 2023, of the 249 (two hundred and forty-nine) Village BUM established in Riau Islands Province, only 10 (ten) Village BUM 4 (four) % are classified as Village BUM. BUMDes with the classification of Developing are only 34 (thirty-four) Village BUM 8.5 % (eight point five). Observing the Village BUM data as mentioned above, it must be admitted that the condition of Village BUM in the Riau Islands Province is still dominated by Village BUM, which is ranked at the bottom (Basic Classification). Most of the existing BUM Villages still face problems in improving institutional and management aspects, so it is still difficult to achieve success in other aspects such as business development, cooperation or partnerships, increasing assets and capital, administrative order, and reporting. This is because most Village BUMs that have a basic classification experience a very big problem, namely the difficulty of getting a director/administrator of the Village BUM who has an entrepreneurial spirit so that they can develop their Village BUM.

The number of village-owned enterprises in the Riau Islands Province is not yet in the qualifications of developed and developing villages. Thus, the study conducted aims to conduct an analysis of the influence of motivation, work culture, and work environment on the performance of managers of village-owned enterprises with empowerment as an intervening variable. The results of this study seek to provide an overview of knowledge and insight in relation to factors that affect the performance of Village BUM managers in order to improve the qualifications of Village BUM to develop or advance, as well as provide recommendations to empower village-owned enterprise managers in order to achieve the best performance.

2. Literature Review

2.1 The Influence of Motivation on Performance

Motivation can be interpreted as a form of encouragement that exists in a person that comes from the movement of the soul and spirituality to do one or various kinds of deeds, such as doing a job or various kinds of work. Motivation itself can be present in humans, either because it is present within itself or because of encouragement from the outside. Both can be good drivers to foster a person's motivation either at work or in other activities. According to Handoko and Rambe (2018), motivation is an activity

that can result, channel, and maintain the behavior of every human being. Meanwhile, according to umam (2015), describing work motivation below can be interpreted as an activity that can provide enthusiasm and encouragement for everyone. Thus, work motivation can also be said to be a driver of work morale for everyone and the size or smallness of a person's work achievement, which can be seen from the magnitude of the motivation of each person or individual. The results of research conducted by Arifin (2017) explained that motivation positively affects performance. However, different results are shown through research that has been conducted by Omoniyi (2020) where motivation does not have a positive and significant influence on employee performance.

H1: There is a direct influence between Motivation on the Performance of Village-Owned Enterprises (BUM DESA)

2.2 The Influence of Work Culture on Performance

Work culture is a habit applied by employees in every organization, both government and private. Referring to Mangkunegara (2017), work culture is a set of assumptions or a belief system, which can be in the form of values or norms developed in an organization, both in government and non-government organizations. These are used as guidelines for the attitudes and behaviors of all members of the organization to implement and overcome various problems of internal adaptation and integration. Organizational culture is an important factor for every organization to achieve organizational goals. Organizations need human resources or employees who have a good work culture for their organization. Employees who are loyal to the organization are based on employees who have a high level of culture. This tendency can certainly provide benefits for organizations where employees or human resources are the most important assets that must be maintained by the organization. This is confirmed through the results of Angelina and Fianty (2024), who state that work culture has a significant influence on employee performance. These results indicate that work culture can trigger optimal employee performance.

H2: There is a direct influence between Work Culture and the Performance of Village-Owned Enterprise Managers (BUM DESA)

2.3 The Influence of the Work Environment on Performance

The work environment of an organization can affects its performance. Based on the opinion of Suparyadi (2015), a work environment is a state of the workplace environment for employees both physically and non-physically that can give the impression and impact that is pleasant, secure, reassuring, and how an environment can give the impression that employees feel at home at work, and so on. Meanwhile, the definition of performance according to Sinaga et al. (2020) can be interpreted as the result of the work activities of employees or employees in carrying out their work functions in an organization that can be influenced by various factors to achieve organizational goals in a certain period or period. Having a comfortable, safe, and peaceful work environment will have a positive impact on every employee who can work more comfortably and concentrate on carrying out work activities so that the resulting performance will also be maximum and can achieve organizational goals. Thus, a comfortable, safe, and peaceful work environment influences each employee's performance. Likewise, if an organization does not have a comfortable, safe, and peaceful work environment, it can be affected by a decrease in employee performance. This has been conveyed through research conducted by Baron (2024), who conveys that the work environment is clearly proven to have a positive and significant influence on performance.

H3: There is a direct influence between the Work Environment on the Performance of Village-Owned Enterprises (BUM DESA)

2.4 The Influence of Motivation on Empowerment

According to G.R. Terry (P. & Hasibuan, 20stateates that motivation is a stimufors in a person to take actions taken by everyone to achieve or fulfill all their desires. Furthermore, work motivation can be said to be an employee behavior that can be formed because of factors that can influence employees to behave towards various types of work carried out and to direct and motivate employees to achieve the goals set by the organization. Furthermore, the definition of empowerment is based on the opinion of Musriadi (2019), which is a form of activity that provides power to a person or group that is sustainable, dynamic, and carried out synergistically to encourage the participation of all available and possessed potentials in

an evolutive manner. Employees are able to do their jobs well and optimally if they are able to do empowered well. The embodiment of good empowerment requires encouragement to generate enthusiasm in work, namely work motivation. Motivation stimulates employee empowerment. The research that intersects with this research is the research on the relationship between work motivation and empowerment has been carried out by Lumbanraja (2020) where the research that has been carried out has the result that there is a significant influence of Motivation on Empowerment.

H4: There is a direct influence between Motivation on the Empowerment of Village-Owned Enterprise Managers (BUM DESA)

2.5 The Influence of Work Culture on Empowerment

The main goal expected from work culture, according to Dessler (2017), is to be able to achieve organizational goals, in addition to meeting the individual goals of employees. The implementation of this work culture is strongly supported by every organizational leader, who is expected to be able to improve the abilities, skills, and productivity of employees, which also needs to take into account the time for the implementation of training. Furthermore, empowerment is considered as any activity in order to strengthen or empower certain individuals or groups who are powerless or vulnerable and weak in society, including those who experience poverty problems. Therefore, the higher the empowerment carried out by an organization, the higher is the work culture. Building a good work culture to achieve organizational goals is a step toward advancing organizations. This is in line with the results of research that has been carried out by Rosadi and Barus (2022) where the results of the study show that work culture partially has a significant positive effect on employee empowerment.

H5: There is a direct influence between Work Culture on the Empowerment of Village-Owned Enterprise Managers (BUM DESA)

2.6 The Influence of the Work Environment on Empowerment

Widiana (2015) argues that a work environment is a type of form that exists around employees in an organization that can influence them to carry out the duties and functions that have been assigned to them directly or indirectly. Meanwhile, Musah and Adutwumwaa (2021) convey that empowerment is an action and movement, as well as a continuous process of awakening and growing potential, strengthening engagement, building civilization, and independence in certain communities. Thus, the definition of the work environment can be interpreted as all forms that exist around the employee's area in carrying out duties and functions in each job. A conducive and safe work environment will make it easier for employees to empower their abilities to achieve organizational goals. This is in accordance with the results of a study conducted by Bantilan, Sombilon, Regidor, Mondoyo, and Edig (2024) where the results of the study did not have a significant influence between the work environment and the administration.

H6: There is a direct influence between the Work Environment on the Empowerment of Village-Owned Enterprise Managers (BUM DESA)

2.7 The Influence of Motivation on Performance Mediated by Empowerment

According to Widodo and Yandi (2022), motivation is the strength that exists in a person who can provide encouragement to form behavior in taking action, so that it can describe how much intensity in a person to do a job that has been given and achieve the goal shows the extent of their motivation level. The most important concept in the work world is the correlation between motivation, empowerment, and performance. Motivation itself can affect the performance of individuals through empowerment carried out by the organization towards their work. Empowerment is defined as a continuous process of awakening and growing potential, strengthening involvement, building civilization, and independence in a certain society. This role of motivation is vital for every individual, and can increase the empowerment of individuals because motivated individuals tend to have a sense of joy and enthusiasm to do their work. Based on research conducted by Caratiquit and Pablo (2021), the results of this study show that the motivation provided in the form of empowerment has a significant effect on employee performance.

H7: There is an indirect influence between Motivation and Performance mediated by Empowerment

2.8 The Influence of Work Culture on Performance Mediated by Empowerment

According to Suparyadi (2015), it is a philosophy that refers to a view of life that is used as values that become traits, *habits*, or habits, and also a driving force that cultures or is cultivated in a group that can be described through attitudes into behaviors, views, opinions, ideals, and in the form of actions that are manifested as work. Work culture, Empowerment and Performance are concepts that are not separated or forgotten in an organization. This is because an organization needs something that motivates employees to work well and correctly. This is, of course, so that the goal of the organization can be achieved and good results can be obtained. The results of previous research that are in the same direction and intersect with this study refer to the results of the research that has been presented by Chika, Oshiohwemoh, and Promise (2022) where the results of the study are Work Culture has a positive and significant effect on Performance.

H8: There is a direct indirect influence between work culture and Performance mediated by Empowerment

2.9 The Influence of the Work Environment on Performance Mediated by Empowerment

According to Afandi (2021), the work environment can be defined as something that exists and is available around the work environment of employees who can influence them to carry out their duties and work functions, such as ventilation, lighting, temperature, humidity, noise, cleanliness of the workplace, and whether or not work equipment is adequate.. When the work environment is in accordance with the rules, employees will have a high performance in the organization. Organizational performance can be influenced by several factors, one of which is the work environment. Although the work environment is very important and has considerable influence, some organizations still consider it unfair and do not pay attention to this factor. The decline in employee work performance can be caused by unpleasant work environmental conditions. However, employees' sense of job satisfaction and increased employee commitment to work can be caused by their very pleasant work environment conditions. This is certainly in line with the results of research conducted by Safitri and Wibowo (2023), who stated that empowerment intervenes with the Work Environment in terms of employee performance.

H9: Empowerment mediates a direct indirect influence between the Work Environment on Performance.

2.10 The Effect of Competence on Job Satisfaction

Referring to the opinion of Sandewa (2018), performance can be interpreted as a work result that has been achieved by an individual or a group of members of work in an organization, based on the authority and responsibility of each member or work group to achieve the organization's goals legally and legally, which does not violate applicable rules and laws and is in accordance with morals and ethics. Individuals or groups that have a high level of performance will certainly have a positive value for the work for which they are responsible, while for individuals or groups who have a low level of performance, of course, they will have a negative value for the work for which they are responsible. The relationship between empowerment and performance is that, if an employee has been empowered by the organization to increase its potential, it will automatically be followed by an improvement in the performance of the employee concerned. Referring to the results of the study that has been completed by Thalib, Kumadji, Edis, and Saikim (2023), there is a significant influence between empowerment and employee performance.

H10: There is a direct influence between Empowerment on the Performance of Village-Owned Enterprises (BUM DESA)

3. Research Methodology

The design of this study uses a quantitative research approach using primary data as the main database for all responses from the questionnaire used by the researcher to all selected respondents (Sugiyono, 2018).

The population in this study is all Village BUM managers in Riau Islands Province, with a total of 1245 managers. To determine the number of samples in this study, the researcher used the Slovin formula as the basis to find and determine the number of respondents, which can be seen in the description below:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1245}{1 + 1245(0,0025)}$$

$$n = \frac{1245}{4.11}$$

$$= 302 \text{ people}$$

A total of 302 research samples were obtained using the Slovin formula.

The database used in this study is based on primary data. It should be noted that the primary data in this study is in the form of research data obtained directly when distributing questionnaires from the first source, namely the managers of Village-Owned Enterprises in Riau Islands Province. The collection of primary data was carried out through a survey with the medium of distributing questionnaires to each selected respondent. The data collection in this study was used as an instrument in the form of a questionnaire with a Likert Scale model with five categories: (1) strongly agree with weight 5, (2) agree with weight 4, (3) neutral with weight 3, (4) disagree with weight 2, and (5) strongly disagree with weight 1. Conversely, negative statements were weighted with opposite values. The distribution, filling, and collection of questionnaires in this study took approximately 3 months. The respondents targeted in the study were managers of Village-Owned Enterprises in Riau Islands Province.

Table 2. Grid and Indicators

Variable	Indicators	Source
Performance (Y)	1. Quantity 2. Quality 3. Reliability 4. Presence 5. Ability to Work Together	Masram , 2018
Empowerment (Z)	1. Belief 2. Confidence. 3. Credibility 4. Accountability. 5. Communication	Алена, 2019
Motivation (x1)	Psychological needs The need for a sense of security Social Needs Self-Esteem Needs The need for self-actualization	Hasibuan, 2017
Work Culture (X2)	1. Dedication/loyalty 2. Responsibility 3. Cooperation 4. Discipline Justice	Mangkuprawira 2018

Work Environment (X3)	1.	Workplace lighting/lighting	Koesomowidjojo, 2017
	2.	Workplace temperature	
	3.	Hygiene	
	4.	Use of Colors	
	5.	Safety	

The data analysis technique used in this study uses *partial least squares* (PLS), which is a *Multivariate Analysis* in the second generation using structural equation modeling (*Structural Equation Model/SEM*).

4. Result and Discussion

4.1 Measurement Model (Outer Model)

This measurement model analysis (*Outer Model*) is aimed at assessing the validity and reliability of a construct on a variable being studied, namely Convergent Validity and Discriminatory Validity.

4.1.1 Convergent Validity

Convergent validity is the extent to which a measurement is positively correlated with an alternative measure of the same construct. An indicator or statement item is considered valid or not visible from the outer loading value of each item. If the outer loading value is >0.7 , then an indicator is valid; if the outer loading value is <0.7 , the indicator is invalid (Jogiyanto, 2009). The results of the outer model test, showing the value of outer loading using Smart PLS, are shown in Figure 1.

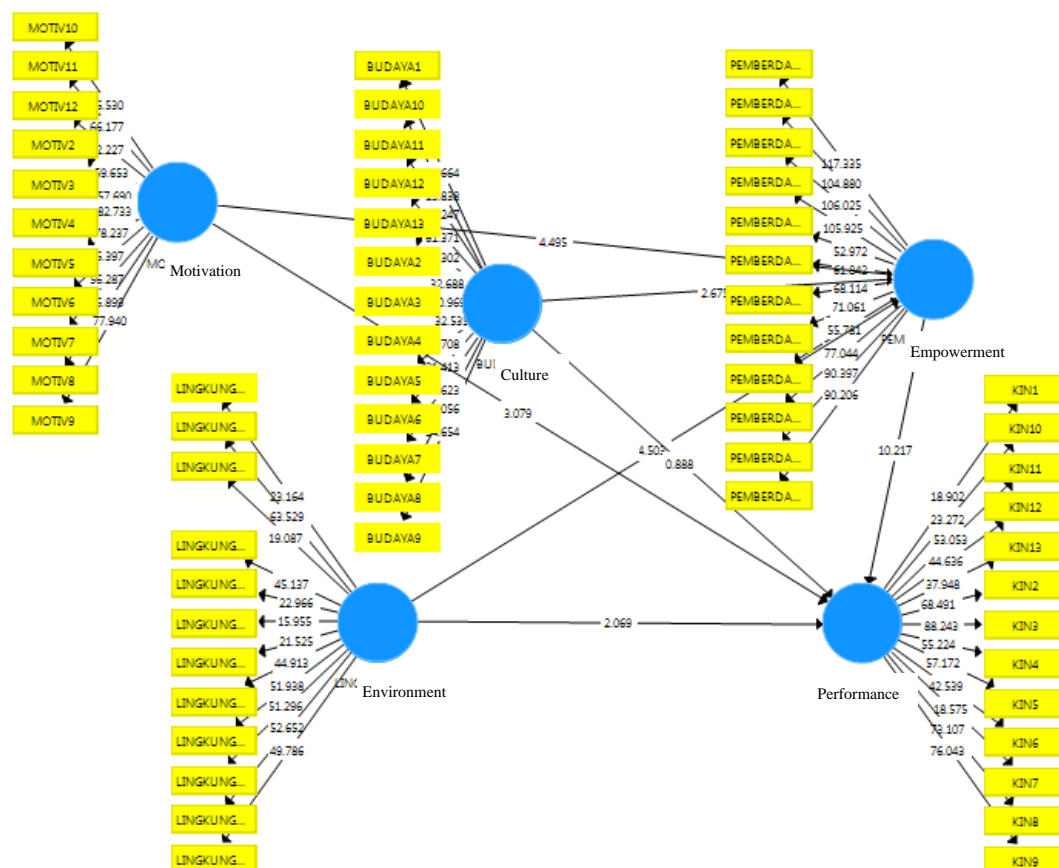


Figure 1. Outer Model Test Results

From the figure above, it can be seen that all variables have a value greater than 0.7, indicating that they have met the criteria. In addition, the convergence validity test is based on the Average *Variance*

Extracted (AVE) value. The variable in this study had an AVE value > 0.5. The AVE values in the model are presented in Table 2.

Table 3. Average Variance Extracted (AVE) Value

Variable	AVE Scores
(X1) Motivation	0.832
(X2) Work Culture	0.736
(X3) Work Environment	0.746
(Z) Empowerment	0.854
(Y) Performance	0.799

Source: Data processed with SmartPLS 4 (2024)

Thus, it can be concluded that based on the *outer loading* and *Average Variance Extracted (AVE) values*, the data of this study met the requirements of convergence validity.

4.1.2 Validity of Discrimination

For the validity of discrimination, a *cross-loading* factor value was used to determine whether the construct had sufficient discrimination, provided that the loading value of the intended construct was greater than the other values, and the standard value for each construct was greater than 0.7.

Table 4. Outer Loading Value

	CULTURE	PERFORMANCE	ENVIRONMENT	MOTIVATION	EMPOWERMENT
CULTURE1	0,844				
CULTURE10	0,753				
CULTURE11	0,888				
CULTURE12	0,914				
CULTURE13	0,866				
CULTURE2	0,855				
CULTURE3	0,868				
CULTURE4	0,855				
CULTURE5	0,796				
CULTURE6	0,817				
CULTURE7	0,897				
CULTURE8	0,902				
CULTURE9	0,889				
PERFORM1		0,808			
PERFORM10		0,827			

PERFORM11		0,920			
PERFORM12		0,901			
PERFORM13		0,862			
PERFORM2		0,927			
PERFORM3		0,943			
PERFORM4		0,913			
PERFORM5		0,912			
PERFORM6		0,877			
PERFORM7		0,804			
PERFORM8		0,929			
PERFORM9		0,934			
ENVIRONME N 1			0,829		
ENVIRONME N 10			0,915		
ENVIRONME N 11			0,756		
ENVIRONME N 13			0,891		
ENVIRONME NT2			0,834		
ENVIRONME NT3			0,817		
ENVIRONME NT4			0,824		
ENVIRONME NT5			0,881		
ENVIRONME NT6			0,889		
ENVIRONME NT7			0,916		
ENVIRONME NT8			0,915		
ENVIRONME NT9			0,896		
MOTIV10				0,914	

MOTIV11				0,909	
MOTIV12				0,920	
MOTIV2				0,904	
MOTIV3				0,902	
MOTIV4				0,926	
MOTIV5				0,919	
MOTIV6				0,887	
MOTIV7				0,924	
MOTIV8				0,931	
MOTIV9				0,927	
EMPOWERMENT 1					0,932
EMPOWERMENT 10					0,941
EMPOWERMENT 11					0,939
EMPOWERMENT 12					0,940
EMPOWERMENT 2					0,915
EMPOWERMENT 3					0,910
EMPOWERMENT 4					0,908
EMPOWERMENT 5					0,914
EMPOWERMENT 6					0,905
EMPOWERMENT 7					0,910
EMPOWERMENT 8					0,931
EMPOWERMENT 9					0,943

Source: Data processed with SmartPLS 4 (2024)

The table shows that all items have a standard construction value of more than 0.7, and the value of *loading* in all the intended constructs showed greater values compared to the others. This shows that the manifest variables are all valid and can explain the latent variables, and have met the requirements

for the validity of discrimination as well as the value of *cross loading* exceeding 0.7, so that there is no need to retest (Jogiyanto, 2009).

4.2 Reliability Test

Composite *reliability* and *Cronbach's alpha* were found in the reliability tests. The reliability value of the indicators for a variable was tested using *composite reliability* and *Cronbach's alpha*. If the value of *composite reliability* and *Cronbach's alpha* is > 0.7 , a variable can be said to meet *composite reliability* and *Cronbach's alpha*. The *composite reliability* values of each variable are listed in Table 4.

Table 5. *Composite Reliability Values*

Variable	Value
	<i>Composite Reliability</i>
(X1) Motivation	0.983
(X2) Work Culture	0.971
(X3) Work Environment	0.972
(Z) Empowerment	0.986

Source: Data processed with SmartPLS 4 (2024)

The *composite reliability* value shown in the table above meets the requirements, which is greater than 0.7. The reliability test is also seen in the *Cronbach's alpha* values presented in Table 5.

Table 6. *Cronbach's Alpha Values*

Variable	Value
	<i>Cronbach's Alpha</i>
(X1) Motivation	0.982
(X2) Work Culture	0.967
(X3) Work Environment	0.969
(Z) Empowerment	0.984
(Y) Performance	0.977

Source: Data processed with SmartPLS 4 (2024)

The value of *Cronbach's Alpha* in the table above shows a value above 0.7 which proves that the measurements in this study are reliable.

4.3 Evaluation of Structural Model (Inner Model)

To determine the direct and indirect influence between variables, a structural model test or an inner model evaluation was conducted. It starts by looking at the *R-square value*, then the fit model, path coefficient, and specific indirect effects.

4.4 R-square value

The *R Square* or *Determinant coefficient* value (magnitude of the influence) and *Q2 Predictive Relevance* or how good the observation value is can be seen in Table 6.

Table 7. R-Squares

	<i>R Square</i>	<i>R Square Adjusted</i>
Empowerment(Z)	0,644	0,630
Performance (Y)	0,525	0,511

Source: Data processed with SmartPLS 4 (2024)

Referring to Table 6, the R Square Competency value (Z) of 0.644 means that the competency variable (Z) of 64.1% is influenced by motivation (X1), Work Culture (X2), and Work Environment (X3), while 35.9% is influenced by other factors outside the variables studied. The R Square value of performance (Y) of 0.525 means that the performance variable (Y) of 52.2% is influenced by the variables of motivation (X1), Work Culture (X2), Work Environment (X3), and empowerment (Z), whereas 47.8% is influenced by other factors outside the variables studied. The Empowerment Square (Z) value is 0.64.4, which is smaller than 0.67, indicating that the model is not good. Meanwhile, the Performance R Value (Y) of 0.525 is smaller than 0.67, indicating that the model is not good.

4.5 T-Statistic (Bootstrapping)

Furthermore, in this study, the t-statistical step (*bootstrapping*) (Efron & Tibshirani, 1994). The results of the t-statistics (*bootstrapping*) are shown in the following description of Table 7.

Table 8. T-Statistics (Bootstrapping)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic s</i>	<i>P Values</i>
MOTIVATION -> PERFORMANCE	0,889	0,884	0,084	10,640	0,000
CULTURE -> PERFORMANCE	0,236	0,243	0,084	2,809	0,031
ENVIRONMENT -> PERFORMANCE	0,138	0,139	0,071	1,535	0,074
MOTIVATION -> EMPOWERMENT	0,330	0,335	0,074	4,431	0,000
CULTURE -> EMPOWERMENT	-0,085	-0,085	0,076	1,122	0,263
ENVIRONMENT -> EMPOWERMENT	0,241	-0,242	0,079	3,039	0,003
EMPOWERMENT -> PERFORMANCE	0,458	0,451	0,099	4,636	0,000
MOTIVATION -> EMPOWERMENT -> PERFORMANCE	0,398	0,408	0,096	4,131	0,000
CULTURE -> EMPOWERMENT -> PERFORMANCE	0,208	0,215	0,076	2,740	0,006
ENVIRONMENT -> EMPOWERMENT -> PERFORMANCE	0,288	0,289	0,064	4,479	0,000

Source: Data processed with SmartPLS 4 (2024)

Based on data analysis, the results of the hypothesis tests were obtained as follows:

1. Motivation (X1) directly and significantly affects the performance variable (Y) of Managers of Village-Owned Enterprises (Bum Desa).

2. Work Culture (X2) directly and significantly affects the performance variable (Y) of the Managers of Village-Owned Enterprises (Bum Desa).
3. The Work Environment (X3) directly and significantly affects the performance variable (Y) of the Managers of Village-Owned Enterprises (Bum Desa).
4. Motivation (X1) directly and significantly affects the empowerment variable (Z) of Managers of Village-Owned Enterprises (Bum Desa).
5. Work Culture (X2) directly and significantly affects the empowerment variable (Z) of the Managers of Village-Owned Enterprises (Bum Desa).
6. Work Looping (X3) directly and significantly affects the empowerment variable (Z) of Managers of Village-Owned Enterprises (Bum Desa).
7. Motivation (X1) indirectly affects the performance (Y) of the Managers of Village-Owned Enterprises (Bum Desa) through the empowerment variable (Z), with significant results.
8. Work Culture (X2) indirectly affected performance (Y) through the empowerment variable (Z), with significant results.
9. Work Environment (X3) indirectly affects performance (Y) through the empowerment variable (Z), with significant results.
10. Work Arrangement (X2) directly and significantly affects the empowerment (Z) variable for Managers of Village-Owned Enterprises (Bum Desa).

5. Conclusion

The conclusion of this study reveals that there are several variables that affect the performance of BUMDesa managers, such as work culture and work environment, which do not directly have a significant influence on performance. This happens, because there is a work culture that never delays the work that is assigned and there is a work culture that completes all tasks on time, and there are still many villages that are difficult to reach so that it is difficult to distribute goods, which results in difficulties for managers to obtain facilities that suit the needs of work, and there are still BUMDes who do not have a conducive work environment, because BUMDes do not have their own place of business or borrow with residents. Based on this, it can have a good impact or influence in carrying out the empowerment activities of BUMDesa managers that are produced, but this is not enough to affect the performance of BUMDesa managers. In contrast, motivation has a significant effect on the performance of BUMDesa managers, showing that BUMDesa managers often receive gifts or rewards from village leaders to perform their work duties with satisfactory results. In addition, the fulfillment of basic needs for food is sufficient to increase the work motivation of BUMDes managers to be even better. The empowerment carried out by the village to the manager has shown a good direction, which can be demonstrated through effective communication with the BUMDesa manager. This will create synergy between the village and BUMDesa managers, which will increase their performance. This indicates that although empowerment can affect overall work, factors such as performance, career development opportunities, and comfortable working conditions have a greater influence in determining BUMDesa managers' intention to continue working. Therefore, efforts to improve the performance of BUMDesa managers in Riau Islands Province may be more effective if they are focused on improving the quality of work culture and work environment, and improving other aspects that directly affect the performance and welfare of BUMDesa managers.

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