

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

Maisuro Maisuro¹, Ngaliman Ngaliman², Gita Indrawan³

Batam University, Batam, Indonesia^{1,2,3}

64122043@univbatam.ac.id



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Abstract

Purpose: This research 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.

Research Methodology: The study used A quantitative survey of 302 BUM Desa managers (sampled from 1,245 using Slovin's formula) was conducted. Data were collected via Likert-scale questionnaires and analyzed using PLS-SEM with SmartPLS to test validity, reliability, and direct and indirect effects.

Results: In 2023, of the 249 villages in the Riau Archipelago, only 10 (4%) were advanced and 34 (8.5%) developing, with most still basic. Using data from 302 managers, the study found that work culture and environment had no significant effect on empowerment, but together with motivation, they significantly improved performance.

Conclusions: Motivation is the most critical factor for improving managerial performance, whereas empowerment strengthens the link between organizational culture, environment, and outcomes.

Limitations: The study was limited to one province, and the results may differ in regions with stronger institutional and infrastructural support.

Contribution: This research contributes to the development literature by highlighting the role of motivation and empowerment in improving BUM Desa performance, providing insights for policymakers and village leaders to strengthen the organizational capacity.

Keywords: *Bureaucratic Leadership Style, Communication; Coordination, Interpersonal Perception, Job Satisfaction*

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1. Introduction

With the birth of a law known as the Omnibus Law, namely 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. Article 87 of Law Number 6 of 2014 concerning Villages requires Village BUM to be sufficient with Village Regulations and not be a legal entity. However, the Job Creation Law requires Village BUM to be legal entities. 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 that is not yet a legal entity in the Riau Islands Province (Samin & Poti, 2022). In addition, the geography consisting of islands can also be an obstacle in the management of BUM Desa to become a legal entity (Turisno, Suharto, Priyono, Mahmudah, & Badriyah, 2021).

In addition, Government Regulation (PP) No. 11 of 2021 has been issued that regulates the existence of Village BUM. Furthermore, the government also 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 in improving the economy. The Riau Islands Province, which consists of 275 villages divided into 5 (five) districts, has Village-Owned Enterprises with 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 Classificat ion	GROW Classificatio n	Classificatio n of BERKEMB ANG	ADVANCE D Classificatio n
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. The BUMDes classified as Developing are only 34 (thirty-four), or 8.5 % (eight point five) percent. 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) (Ismail & Habibah, 2020). Most of the existing BUMVillages 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 of the 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 qualified as developed and developing villages. Thus, this study aims to analyze the influence of motivation, work culture, and work environment on the performance of village-owned enterprise managers, with empowerment as an intervening variable (Basri, Pinem, & Yasni, 2021). The results of this study seek to provide an overview of knowledge and insight into the factors that affect the performance of Village BUM managers to improve the qualifications of Village BUM to develop or advance, as well as provide recommendations to empower village-owned enterprise managers 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 can come 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 (Dewi, Indrawan, & Yanti, 2024; Hairul, Wibisono, & Catrayasa, 2024). Motivation can be present in humans, either because it is present from within itself or because of encouragement from outside (Wa, Desriyantika, Hasbullah, Et, & Indrianni, 2024). Both can be good drivers to foster a person's motivation at work or in other activities. If referring to the opinion of Hamdiah, Haryono, and Fathoni (2016), motivation is an activity that can result, channel and maintain the behavior of every human being. According to Wahyudi (2022), 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 can be seen from the magnitude of the motivation of each person or individual. The results of research conducted by Anam (2018) explained that motivation positively affects performance. However, different results are shown through research that has been conducted by Aribowo, Satriawan, Indrawan, Kusuma, and Ekonomi (2022) 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 the opinion of 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, which are used as guidelines for attitudes and behaviors for 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 in achieving its goals. Organizations need human resources or employees with 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 benefit organizations where employees or human resources are the most important assets that must be maintained. This is confirmed by Adhari (2021), who states that work culture has a significant influence on employee performance. These results indicate that work culture can trigger optimal performance in employees.

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 in an organization can affect employee performance. Based on the opinion of expert Sedarmayanti (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. Meanwhile, the definition of performance according to Abun, Nicolas, Apollo, Magallanes, and Encarnacion (2021) can be interpreted as the result of the work activities of employees or employees in carrying out their work functions in an organization, which can be influenced by various factors to achieve organizational goals in a certain period. A comfortable, safe, and peaceful work environment will have a good 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 organizational goals can be achieved. Thus, a comfortable, safe, and peaceful work environment influences the performance of each employee. Likewise, if the organization does not have a comfortable, safe, and peaceful work environment, it can be affected by a decrease in employee performance. Darmadi (2018) conveyed that the work environment has 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, 2017) states that motivation is a stimulus 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 that have been set by the organization. Furthermore, the definition of empowerment is based on the opinion of Suhendra (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 evolutionary manner. Employees can perform their jobs well and optimally if they are able to do empowered. The embodiment of good empowerment requires encouragement to generate enthusiasm at work, namely, work motivation. Motivation stimulates increased employee empowerment. Research that intersects with this study is the research on the relationship between work motivation and empowerment carried out by Fathoni, Indrayani, Indrawan, and Yanti (2021), 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 achieve organizational goals, and in addition, it can also meet the individual goals of employees. The implementation of this work culture is strongly supported by every organizational leader, which is expected to improve the abilities, skills, and productivity of employees, which, of course, also needs to take into account the time for the implementation of training (Putra, Ahadiyat, & Keumalahayati, 2023). Furthermore, empowerment is considered as any activity that strengthens power or provides power or empowerment to 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 better the work culture. Building a good work culture to achieve organizational goals is a step toward advancing an organization. This is in line with the results of research conducted by Bungin (2007), which showed 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

LeFevre-Levy, Melson-Silimon, Harmata, Hulett, and Carter (2023) argues that a work environment is all kinds of forms that exist around employees in an organization that can influence employees in carrying out the duties and functions that have been assigned to them directly or indirectly. Meanwhile, Sholichah and Oktoliya (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 kinds of forms that exist around the employee's area in carrying out the duties and functions of 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 Suwanto (2019), which found that the work environment and administration did not significantly influence each other.

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 Bakker, Hetland, Kjellevold Olsen, and Espevik (2023), 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 world of work is the correlation between motivation, empowerment, and performance. Motivation can affect the performance of individuals through the empowerment carried out by the organization towards their work. Empowerment is a continuous process of awakening and growing potential, strengthening involvement, and building civilization and independence in a certain society. This role of motivation is vital for every

individual, as it can increase the empowerment of individuals because motivated individuals certainly tend to have a sense of joy and enthusiasm in doing their work. Based on research conducted by Irfadat, Ardiansyah, and Haeril (2021), the results of this study show that 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

Work culture According to Ertosun and Adiguzel (2018), 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 and forgotten in an organization. This is because an organization needs something that can motivate employees to work well and correctly. This is, of course, so that the goal of the organization can be achieved and good results obtained. The results of previous studies that are in the same direction and intersect with this study refer to the results of the research presented by Mukminin, Habibi, Prasoj, and Yuliana (2019), where the results of the study show that 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 themselves on employees 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 or not.. When the atmosphere of the work environment is in accordance with the rules, employees will perform well. Performance in an organization can be influenced by several factors, including the work environment. Although the work environment is very important and has a considerable influence, some organizations still consider it unfair and do not pay attention to this factor. A decline in employee work performance can be caused by unpleasant work environment conditions. However, if the employee's sense of job satisfaction and increased employee commitment to work can be caused by the employee's very pleasant work environment conditions (Firdi, Wibisono, Ngaliman, Indrayani, & Satriawan, 2023). This is certainly in line with the results of research conducted by Suharto (2017), who stated that empowerment intervenes with the effect of the Work Environment on employee performance.

H9: There is a direct indirect influence between the Work Environment on Performance mediated by empowerment.

2.10 The Effect of Competence on Job Satisfaction

Referring to 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 their potential, it will automatically be followed by an improvement in the performance of the employee concerned. Referring to the results of the study completed by Sirait (2016), 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 the approach in 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 the Riau Islands Province, which totals 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:

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

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

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

$$= 302 \text{ people}$$

The number of research samples obtained based on the Slovin formula was 302.

The database used in this study was created using primary data. It should be noted that the primary data in this study are 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. Primary data were collected through a survey by 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 the weight 5, (2) agree with the weight 4, (3) neutral with the weight 3, (4) disagree with the weight 2, (5) strongly disagree with the weight 1. Conversely, negative statements were weighted with their opposite values. The distribution, filling, and collection of questionnaires in this study took approximately three months. The respondents targeted in this 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 and Mu'ah (2017)
Empowerment(Z)	1. Belief 2. Confidence. 3. Credibility 4. Accountability. 5. Communication	Darodjat and Wildani (2015)
Motivation (x1)	Psychological needs The need for a sense of security Social Needs Self-Esteem Needs The need for self-actualization	P. and Hasibuan (2017)
Work Culture (X2)	1. Dedication/loyalty 2. Responsibility	Mangkuprawira (2018)

Work Environment (X3)	3.	Cooperation	(Marlina, 2015)
	4.	Discipline	
		Justice	
	1.	Workplace lighting/lighting	
	2.	Workplace temperature	
	3.	Hygiene	
	4.	Use of Colors	
	5.	Safety	

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

4. Result and Discussion

4.1 Measurement Model (Outer Model)

The use of 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.

4.2 Convergent Validity

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

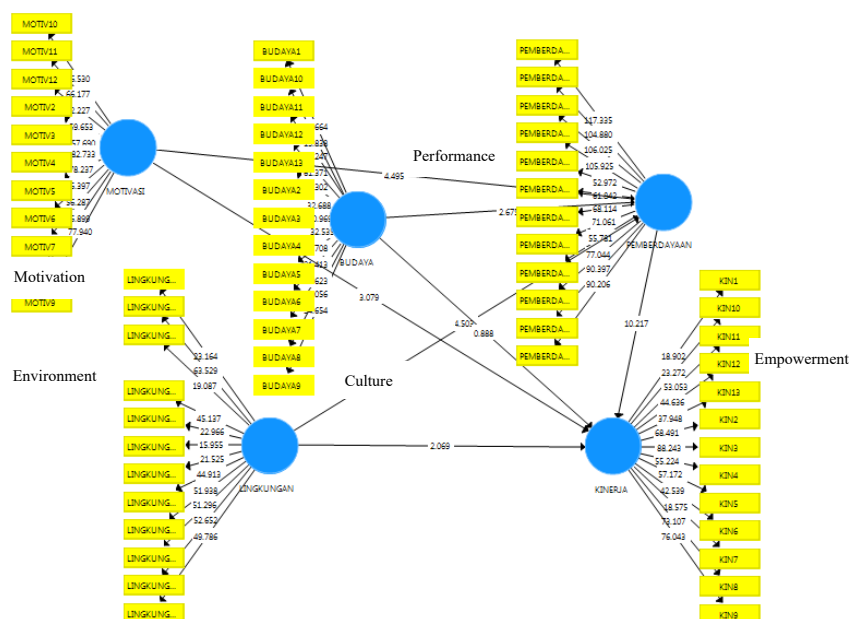


Figure 1. Outer Model Test Results

The figure above shows that all variables have a value greater than 0.7, so they have met the criteria. In addition, the convergence validity test was based on the Average *Variance Extracted* (AVE) value. The variables in this study already had an AVE value of >0.5 . The AVE values in the model are shown 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 convergent validity.

4.2.1 Validity of Discrimination

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

Table 4. Outer Loading Value

	CULTUR E	PERFORMAN CE	ENVIRONME NT	MOTIVATIO N	EMPOWERME NT
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			
ENVIRONMEN 1			0,829		

ENVIRONMEN 10	0,915	
ENVIRONMEN 11	0,756	
ENVIRONMEN 13	0,891	
ENVIRONMEN T2	0,834	
ENVIRONMEN T3	0,817	
ENVIRONMEN T4	0,824	
ENVIRONMEN T5	0,881	
ENVIRONMEN T6	0,889	
ENVIRONMEN T7	0,916	
ENVIRONMEN T8	0,915	
ENVIRONMEN T9	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	0,931
8	
EMPOWERMENT	0,943
9	

Source: Data processed with SmartPLS 4 (2024)

In the table shown All items have a standard construction value of more than 0.7, and the *loading* value in all the intended constructs is greater than that in the others. Therefore, the manifest variables are all valid, can explain the latent variables, and meet the requirements for the validity of discrimination. The value of *cross loading* exceeds 0.7, so there is no need for retesting.

4.3 Reliability Test

Composite *reliability* and *Cronbach's alpha* were used in the reliability test. The reliability value of the indicators of a variable is tested using *composite reliability* and *Cronbach's alpha*. If the *value of composite reliability* and *Cronbach's alpha* is > 0.7 , then a variable can be said to meet *composite reliability* and *Cronbach's alpha*. The *composite reliability* value of each variable is shown 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
(Y) Performance	0.979

Source: Data processed with SmartPLS 4 (2024)

The *composite reliability* values shown in the table above met the requirements of being greater than 0.7. The reliability test is also seen from *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 is above 0.7, which proves that the measurements in this study are reliable.

4.4 Evaluation Of Structural Model (Inner Model)

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

4.5 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 below:

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)

Table 6 shows that 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), while 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.

4.6 T-Statistic (Bootstrapping)

Furthermore, in this study, the t-statistical step (*bootstrapping*) was used (Efron & Tibshirani, 1994). The results of the t-statistics (*bootstrapping*) are presented 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 Statistics</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 the data analysis, the results of the hypothesis test were as follows:

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

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

5. Conclusions

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 have a significant influence on performance directly. This is because there is a work culture that never delays the assigned work and a work culture that completes all tasks on time. There are still many villages that are difficult to reach, making it difficult to distribute goods. This results in difficulties for managers in obtaining facilities that suit the needs of their work. In addition, some BUMDes do not have a conducive work environment. This is because BUMDes do not have their own place of business or borrow from residents. Based on this, it can have a good impact or influence on 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 for carrying out their work duties with satisfactory results. In addition, the fulfillment of basic food needs 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 shown through effective communication with the BUMDesa manager. This will create synergy between the village and BUMDesa managers, which will improve the performance of BUMDesa managers. This indicates that although empowerment can affect overall work, factors such as performance, career development opportunities, and comfortable working conditions have a greater influence on the intention of BUMDesa managers to continue working. Therefore, efforts to improve the performance of BUMDesa managers in the 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 more directly affect the performance and welfare of BUMDesa managers.

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