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[1], Ngaliman[2], Gita Indrawan[3]
Batam University, Indonesia[1-3]
64122043@univbatam.ac.id

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.
Results: 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 (thirty-four) Village BUMs 8.5% (eight point five) percent. Meanwhile, the rest are still in basic qualifications and growing. 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. In contrast, motivation, work culture, and work environment have been proven to have a significant influence on performance, highlighting the importance of work culture and work environment for improving performance.
Recommendation: The proposed recommendation focuses on improving work culture, work environment, and empowerment, as well as other aspects that have a more direct influence on performance.
Keywords: *Communication; Coordination, Bureaucratic Leadership Style, Job Satisfaction, Interpersonal Perception*
How to cite: Maisaro, M., Ngaliman, N., & Indrawan, G. (2024). 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. *Journal of Multidisciplinary Academic and Practice Studies*, 2(4), 335-349.

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. Where 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 that is not yet a legal entity in the Riau Islands Province. In addition, the geography consisting of islands can also be an obstacle in the management of BUM Desa to become 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 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. In Riau Islands Province which consists of 275 villages divided into 5 (five) districts have 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 Classification	GROW Classification	Classification of BERKEMB ANG	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) 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). Most of the existing BUM Villages still face problems in improving institutional aspects 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.

With the number of village-owned enterprises in Riau Islands Province that are not yet in the qualification 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 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. Motivation itself can be present in humans, either because it is present from within itself or because of encouragement from outside. Both can be good drivers to be able to foster a person's motivation either at work or in other activities. If referring to the opinion of Hamdiyah,

Haryono, and Fathoni (2016), motivation is an activity that can result, channel and maintain the behavior of every human being. Meanwhile, according to Busro (2018), describing work motivation below can be interpreted as an activity that can provide enthusiasm and encouragement for everyone. Thus, this 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 each individual himself. 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 internal integration. As is known, organizational culture is an important factor for every organization in achieving 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 the organization where employees or human resources are the most important assets that must be maintained, maintained and maintained by the organization. This is confirmed through the results of Adhari (2021), who states that work culture has a significant influence on employee performance. These results indicate that work culture can be a trigger for the creation of 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 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 which can be influenced by various factors in order to achieve organizational goals in a certain period or period. Having a comfortable, safe and peaceful work environment will have a good impact on every employee who can work more comfortably and more concentrate in 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 has an influence on the performance produced by 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 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, 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 be able 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 also carried out synergistically to encourage the participation of all available and possessed potentials in an evolutionary manner. Employees are able to do their jobs well and optimally if they are able to do empowerment well. The embodiment of good empowerment requires an encouragement to generate enthusiasm in work, namely with work motivation. Motivation serves to stimulate increased 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 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 be able to achieve organizational goals and in addition to that 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 be able 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. Furthermore, empowerment is considered as any activity in order to strengthen power or provide power or empowerment of certain individuals or groups who are powerless or vulnerable and weak groups in society, including those who experience poverty problems. Therefore, the higher the empowerment carried out by an organization, the higher the work culture will be. Building a good work culture in order to achieve organizational goals is a step in advancing an organization. This is in line with the results of research that has been carried out by Bungin (2007) 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 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 duties and functions in each job. A conducive and safe work environment will be able to make it easier for employees to empower all their abilities to achieve organizational goals. This is in accordance with the results of a study conducted by Suwanto (2019) 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 (2016), 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 that there is a correlation between motivation, empowerment, and performance. Motivation itself can affect the performance of individuals through the empowerment carried out by the organization towards their work. As is known, the definition of empowerment is a continuous process to awaken and grow potential, strengthen involvement, build civilization and independence in a certain society. This role of motivation is very vital for every individual which can increase the empowerment of individuals because motivated individuals certainly tend to have a sense

of joy and enthusiasm to do their work. Based on research conducted by Irfadat, Ardiansyah, and Haeril (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

Work culture According to Suparyadi (2015), it is a philosophy that refers to a view of life that is used as values that become traits, *habbits* 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 organization can be achieved and get good results. 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, Prasojo, 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) said that 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 have high performance towards the organization. Performance in an organization can be influenced by several factors, one of which is the work environment. Although the work environment is very important and has a considerable influence, there are still some organizations that still consider it unfair and do not pay attention to this factor. The 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. 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 the opinion of Sandewa (2018) that 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 in order 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 so that it can 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 that has been 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 research approach Quantitative with 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 which totals 1245 managers. To determine the number of samples in this study, the researcher uses 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 respondents.

The database used in this study is through 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 itself was carried out by means of 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, namely: (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. On the other hand, negative statements are weighted with their opposite values. The distribution, filling and collection of questionnaires in this study took approximately 3 months of time. The respondents who were 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 and Mu'ah (2017)
Empowerment(Z)	1. Belief 2. Confidence. 3. Credibility 4. Accountability. 5. Communication	Darodjat and Wildani (2015)
	Psychological needs The need for a sense of security Social Needs	P. and Hasibuan (2017)

	Self-Esteem Needs	
Motivation (x1)	The need for self-actualization	
Work Culture (X2)	1. Dedication/loyalty 2. Responsibility 3. Cooperation 4. Discipline Justice	Mangkuprawira (2018)
Work Environment (X3)	1. Workplace lighting/lighting 2. Workplace temperature 3. Hygiene 4. Use of Colors 5. Safety	(Marlina, 2015)

The data analysis technique used in this study is using *Partial Least Square* (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)
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 is 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 from 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 the following Figure 1:
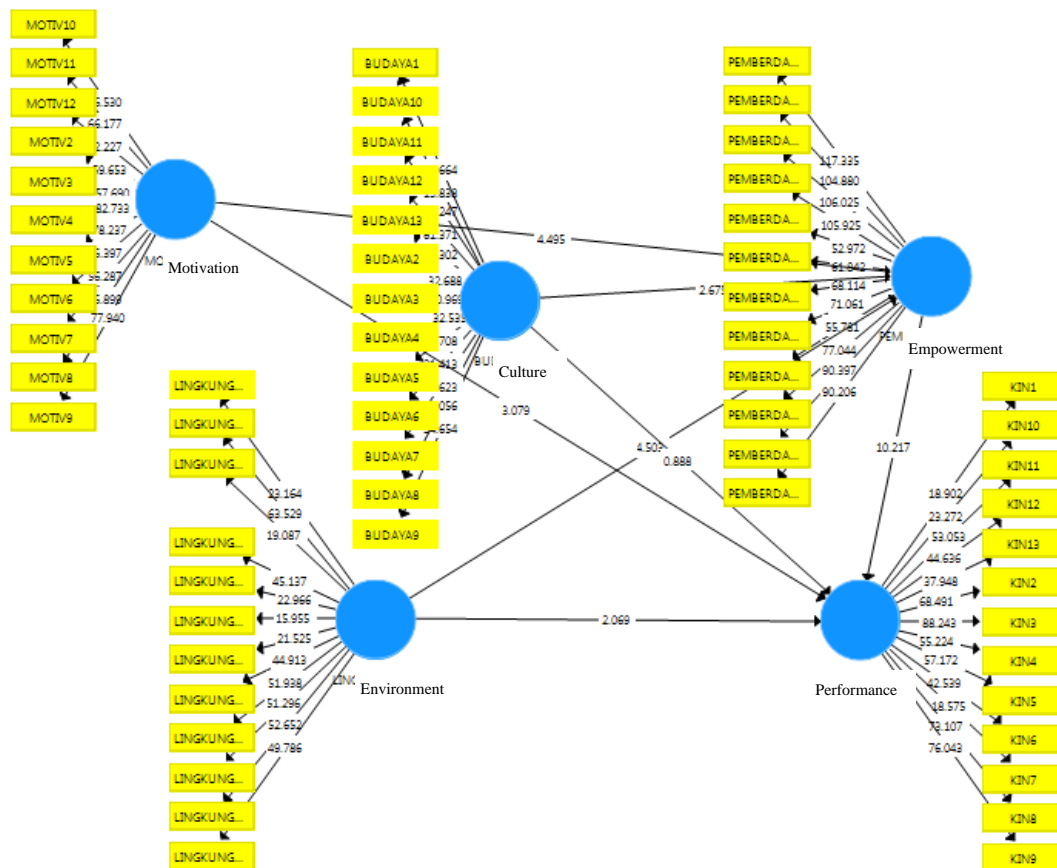
Figure 1. Outer Model Test Results

From the figure above, it shows that all variables have a value greater than 0.7, so they have met the criteria. In addition, the convergence validity test is seen from the Average *Variance Extracted* (AVE) value. The variable in this study already has an AVE value of > 0.5. The AVE values in the model can be seen in table 2 below.

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 has met the requirements of convergence 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 value for each construct is 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			
ENVIRONMEN 1			0,829		
ENVIRONMEN 10			0,915		
ENVIRONMEN 11			0,756		
ENVIRONMEN 13			0,891		

ENVIRONMENT2			0,834		
ENVIRONMENT3			0,817		
ENVIRONMENT4			0,824		
ENVIRONMENT5			0,881		
ENVIRONMENT6			0,889		
ENVIRONMENT7			0,916		
ENVIRONMENT8			0,915		
ENVIRONMENT9			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)

In the table shown all items have a standard construction value of more than 0.7 and a value of *Loading* in all the intended constructs show greater values compared to the others. So it shows that the manifest variables are all valid and can explain the latent variables, and have met the requirements for the validity of discrimination and also the value of *cross loading* exceeding a value of 0.7 so that there is no need to retest (Jogiyanto, 2009).

4.3 Reliability Test

There was composite *reliability* and *Cronbach's alpha* in the reliability test. The reliability value of the indicators on a variable is tested by *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 can be seen in Table 4 below.

Table 5. Composite Reliability Values

Variable	Value
	Composite Reliability
(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* value shown in the table above has met the requirements, which is more than 0.7. The reliability test is also seen from *Cronbach's alpha* values presented in Table 5 below.

Table 6. Cronbach's Alpha Values

Variable	Value
	Cronbach's Alpha
(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.

4.4 Evaluation Of Structural Model (Inner Model)

To see the direct and indirect influence between variables, a structural model test or inner model evaluation is carried out. It starts by looking at *the R-square value*, then the fit model, the path coefficient, and then *the specific indirects 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

	R Square	R Square Adjusted
Empowerment(Z)	0,644	0,630
Performance (Y)	0,525	0,511

Source: Data processed with SmartPLS 4 (2024)

Referring to Table 6 it shows that the R Square Competency value (Z) of 0.644 means, 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, smaller than 0.67 means that the model is not good. Meanwhile, the Performance R Value (Y) of 0.525 is smaller than 0.67, meaning that the model is not good.

4.6 T-Statistic (Bootstrapping)
Furthermore, in this study, the t-statistical step (*bootstrapping*) (Efron & Tibshirani, 1994). The results of t-statistics (*bootstrapping*) can be seen in the following description of Table 7.

Table 8. T-Statistics (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
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 test were obtained as follows:
1. Motivation (X1) directly and significantly affects the Performance variable (Y) on the Managers of Village-Owned Enterprises (Bum Desa).

2. Work Culture (X2) directly and significantly affects the Performance variable (Y) on the Managers of Village-Owned Enterprises (Bum Desa).
3. The Work Environment (X3) directly and significantly affects the Performance variable (Y) on the Managers of Village-Owned Enterprises (Bum Desa).
4. Motivation (X1) directly and significantly affects the Empowerment variable (Z) on the Managers of Village-Owned Enterprises (Bum Desa).
5. Work Culture (X2) directly and significantly affects the Empowerment variable (Z) on the Managers of Village-Owned Enterprises (Bum Desa).
6. Work Looping (X3) directly and significantly affects the Empowerment variable (Z) on the Managers of Village-Owned Enterprises (Bum Desa).
7. Motivation (X1) indirectly affects Performance (Y) on 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 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 the Managers of Village-Owned Enterprises (Bum Desa).

5. Conlusion

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 do not have a significant influence on performance, directly. Thishappens 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, this results in difficulties for managers to get facilities that suit the needs of work, besides that there are still BUMDes who do not have a conducive work environment, this is because BUMDes do not have their own place of business or borrow with residents. Based on this, of course, 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. On the contrary, 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, besides that the fulfillment of basic needs for food is enough 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 make the performance of BUMDesa managers will increase. 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 the intention of BUMDesa managers 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 more directly affect the performance and welfare of BUMDesa managers.

References

Adhari, I. Z. (2021). *Optimalisasi Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja* (Vol. 1): CV. Penerbit Qiara Media.

Afandi, P. (2021). *Manajemen sumber daya manusia*.

Anam, C. (2018). Pengaruh Motivasi, Kompetensi, Kepemimpinan, Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Guru di Sekolah Menengah Kejuruan. *Dirasat: Jurnal Manajemen Dan Pendidikan Islam, 4*(1), 40-56.

Aribowo, K., Satriawan, B., Indrawan, M. G., Kusuma, A., & Ekonomi, F. (2022). The Influence Of Leadership Style, Work Environment And Work Discipline On Employee Performance With Work Motivation As An Intervening Variable At The Secretariat Of DPRD Riau Islands

Province. *International Journal of Economic, Business, Accountng, Agriculture Management and Sharia Administration,* 29(1), 103-117.

Bungin, B. (2007). Penelitian Kualitatif: Komunikasi.

Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*.

Darmadi. (2018). Manajemen sumberdaya manusia.

Darodjat, T. A., & Wildani, M. D. (2015). *Konsep-konsep Dasar Manajemen Personalia: Masa Kini*.

Dessler, G. (2017). *Manajemen Sumber Daya Manusia, Edisi kesembilan*.

Fathoni, M. I., Indrayani, I., Indrawan, M. G., & Yanti, S. (2021). Pengaruh Kepemimpinan, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Qur'an Centre Provinsi Kepulauan Riau. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia),* 5(1), 163.

Hamdiyah, H., Haryono, A. T., & Fathoni, A. (2016). Peningkatan Kinerja Karyawan Melalui Kompensasi, Lingkungan Kerja dan Gaya Kepemimpinan di ADA Swalayan Banyumanik Semarang. *Journal of management,* 2(2).

Irfadat, T., Ardiansyah, N., & Haeril, H. (2021). Implementasi Kebijakan Pelayanan Kartu Tanda Penduduk Elektronik (E-Ktp) Di Kantor Camat Raba Kota Bima. *Jurnal Studi Ilmu Pemerintahan,* 2(1), 9-16.

Jogiyanto. (2009). nalisis Dan Desain Sistem Informasi.

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*

Mangkuprawira, S. (2018). *Manajemen Sumber Daya Manusia*.

Marlina, L. (2015). Manajemen sumber daya manusia (SDM) dalam Pendidikan.

Masram, & Mu'ah. (2017). *Manajemen Sumber Daya Manusia*.

Mukminin, A., Habibi, A., Prasojo, L. D., & Yuliana, L. (2019). *Manajemen sumber daya manusia dalam pendidikan*.

Musriadi, M. (2019). Peran Kelompok Sadar Wisata (Pokdarwis) Taman Arum Dalam Pengembangan Potensi Pariwisata Tahun 2018 (Studi Pada Desa Wisata Sumber Sari Kecamatan Loa Kulu Kabupaten Kutai Kartanegara). *MAHAKAM: Jurnal Ilmu-Ilmu Sosial,* 8(1).

P., M. S., & Hasibuan. (2017). *Manajemen Sumber Daya Manusia*.

Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2021 Tentang Badan Usaha Milik Desa.

Peraturan Presiden Republik Indonesia Nomor 18 Tahun 2020 Tentang Rencana Pembangunan Jangka Menengah Nasional Tahun 2020-2024.

Sandewa, F. (2018). Faktor-faktor yang mempengaruhi kinerja pegawai di Kabupaten Banggai Kepulauan. *Jurnal Clean Goverment,* 1(2), 90-110.

Sedarmayanti. (2015). *MANAJEMEN SDM*.

Sholichah, N., & Oktoliya, C. (2021). Evaluasi Pemberdayaan Masyarakat Melalui Pengelolaan Peternakan Sapi Perah di Kampung Susu Lawu Kelurahan Sarangan Kacamatan Plaosan Kabupaten Magetan. *Asketik: Jurnal Agama dan Perubahan Sosial,* 5(2), 175-204.

Sinaga, O. S., Hasibuan, A., Efendi, Priyojadmiko, E., Butarbutar, M., Purba, S., . . . Muliana. (2020). *Manajemen Kinerja dalam Organisasi*.

Sirait, E. D. (2016). Pengaruh minat belajar terhadap prestasi Belajar Matematika. *Formatif: Jurnal Ilmiah Pendidikan MIPA,* 6(1).

Sugiyono. (2018). Metode penelitian kuantitatif, kualitatif dan kombinasi (mixed methods).

Suharto, E. (2017). Membangun masyarakat memberdayakan rakyat : kajian strategis pembangunan kesejahteraan sosial dan pekerjaan sosial.

Suparyadi, H. (2015). Manajemen Sumber Daya Manusia Menciptakan Keunggulan Bersaing Berbasis Kompetensi SDM. *Yogyakarta: CV Andi Offset*.

Suwanto, S. (2019). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan pada Rumah Sakit Umum Tangerang Selatan. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia),* 3(1), 16-23.

Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 Tentang Desa.

Undang-Undang Republik Indonesia Nomor 11 Tahun 2o2o Tentang Cipta Kerja.

Widiana, M. E. (2015). Variabel dan Indikator yang Mempengaruhi Komitmen dan Kinerja Organisasi Pemerintahan. *Universitas Bhayangkara Surabaya*.

Widodo, S. (2016). Manajemen Sumber Daya Manusia: Teori, Perencanaan Strategi, Isu-isu Utama dan Globalisasi. *Bandung: Manggu Media*.