

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON VILLAGE APPARATUS PERFORMANCE THROUGH MOTIVATION

Salimin¹, A. Hadi Arifin², Aiyub Yahya³

^{1,2,3}Faculty of Economics and Business, Universitas Malikussaleh, Indonesia.

Corresponding Email: salimin.syeh91@yahoo.com¹, ahadi.arifin@unimal.ac.id², aiyub@unimal.ac.id³

Abstract

This research aims to analyze the influence of transformational leadership style and organizational culture on work motivation and the performance of village officials in Cot Girek District, North Aceh, Aceh Province, Indonesia. The research sample consists of 120 village officials taken from various villages in the region. Data was collected through an online questionnaire and analyzed using Structural Equation Modeling (SEM) operationalized with Analysis of Moment Structure software. (AMOS). The analysis results show that transformational leadership style and organizational culture have a significant impact on work motivation and the performance of village officials. In addition, this study found that work motivation acts as a partial mediating variable in the relationship between transformational leadership styles and organizational culture on the performance of village apparatus. This finding is expected to provide valuable information for local governments and village administrations in formulating policies aimed at effectively improving the performance of village officials. The novelty of this research is in revealing how work motivation connects transformational leadership and organizational culture to village apparatus performance, offering a basis for future studies and practical guidance for enhancing village development.

Keywords: Transformational Leadership, Organizational Culture, Work Motivation, Village Apparatus Performance

1. Introduction

Transformational leadership of village heads and organizational culture are two important factors that can influence the performance of village apparatus. Previous research has shown that transformational leadership can enhance work motivation, which in turn positively impacts the performance of village officials. (Ahyat, 2023; Mohamad et al., 2022). In this context, the village head, as a leader, plays a strategic role in creating a work environment that supports and motivates village officials to achieve organizational goals. Research by Ahyat (2023) emphasizes that the village head's understanding of the attitudes and behaviors of village officials is crucial for achieving effectiveness and efficiency in village governance. However, despite many studies linking transformational leadership to the performance of public officials, there are still gaps in the literature that need to be addressed. Most previous studies have not explicitly tested the role of organizational culture as an intervening variable in the relationship between transformational leadership and the performance of village officials.

Research by Mohamad et al. (2022) shows that work motivation acts as a mediator in the relationship between transformational leadership and employee performance, but it does not consider organizational culture as a factor that could strengthen or weaken that relationship. A strong organizational culture can create a conducive work environment that supports the implementation of transformational leadership strategies. Research by Tahar and Abdillah (2021) shows that good leadership styles, including transformational leadership, have a positive impact on managerial performance, with motivation acting as a mediator. This indicates that a supportive organizational culture can enhance the positive effects of transformational leadership on the performance of village officials. Thus, this research aims to fill that gap by investigating the influence of transformational leadership of village heads and organizational culture on the performance of village apparatus, with work motivation as an intervening variable. This research is expected to make a significant contribution to the understanding of how leadership and organizational culture

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can interact to enhance the performance of village officials, as well as provide practical recommendations for leadership development at the village level.

2. Literature Review and Hypothesis Development

2.1 Transformational Leadership and Work Motivation

Transformational leadership has a significant positive influence on the work motivation of village officials, which contributes to the improvement of their performance. Research by Ekhsan and Setiawan shows that transformational leadership can enhance work motivation, which in turn improves employee performance (Ahyat, 2023). It emphasizes that transformational leadership plays a dominant role in increasing motivation and employee performance (Mohamad et al., 2022). Additionally, research by Putra and Dewi indicates that work motivation acts as a mediator in the relationship between transformational leadership and performance. (Tahar & Abdillah, 2021).

Hypothesis 1: Transformational Leadership Has a Positive Influence on the Work Motivation of Village Apparatus.

2.2 Organizational Culture and Work Motivation

Organizational culture plays a crucial role in shaping the work motivation of village officials. Research has shown that a strong organizational culture can enhance employee work motivation, leading to improved performance (Fahmi et al., 2021). Additionally, it emphasizes that the implementation of a good organizational culture can create a supportive work environment, thereby increasing work motivation (Hutabarat, 2019). Another study also indicates that organizational culture has a significant impact on job satisfaction, which positively correlates with work motivation. (Darmawan, 2018).

Hypothesis 2: Organizational Culture Has a Positive Influence on the Work Motivation of Village Apparatus.

2.3. Transformational Leadership and Apparatus Performance

Transformational leadership has a significant impact on the performance of village apparatus. Research by Ratnasari et al. (2020) shows that transformational leadership positively contributes to employee performance by creating a supportive work environment. Furthermore, research indicates that effective leadership can enhance the performance of educational staff through the strengthening of organizational culture. (Yuniarsih, 2022). This indicates that village heads who apply transformational leadership styles can enhance the overall performance of village apparatus.

Hypothesis 3: Transformational Leadership Has a Positive Influence on the Performance of Village Apparatus.

2.4 The Influence of Organizational Culture on Village Apparatus Performance

A strong organizational culture positively impacts the performance of village apparatus. Research has shown that organizational culture has a significant impact on teacher performance, which can be adapted in the context of village administration. (Hidayat et al., 2020). In addition, research emphasizes that organizational culture contributes to performance improvement by reinforcing the values and norms held by the members of the organization. (Suryadi, 2020). Thus, a good organizational culture can enhance the effectiveness and efficiency of village apparatus performance.

Hypothesis 4: Organizational Culture Has a Positive Influence on the Performance of Village Apparatus.

2.5. Work Motivation and Performance of Village Apparatus

Work motivation has a significant impact on the performance of village apparatus. Research by Mulyono (2023) shows that work motivation positively contributes to job satisfaction, which ultimately leads to improved performance. Additionally, research emphasizes that high work motivation can enhance overall employee performance. (Abidin et al., 2022). Thus, good work motivation among village officials can enhance their performance in carrying out their duties and responsibilities.

Hypothesis 5: Work Motivation Has a Positive Influence on the Performance of Village Apparatus

2.6. The Influence of Transformational Leadership on the Performance of Village Apparatus Through Work Motivation

Transformational leadership has a positive influence on the performance of village officials through work motivation as a mediating variable. Research by Harahap and Nasution shows that transformational leadership can enhance work motivation, which in turn has a positive impact on employee performance. (Harahap & Nasution, 2023). In addition, research by Sugianti and Mujiati indicates that work motivation acts as a mediator in the relationship between transformational leadership and performance. (Sugianti & Mujiati, 2022). Thus, effective transformational leadership can enhance the performance of village officials through increased work motivation.

Hypothesis 6: Work Motivation Mediates the Influence of Transformational Leadership on the Performance of Village Apparatus.

2.7 The Influence of Organizational Culture on Village Apparatus Performance through Work Motivation as a Mediating Variable

Organizational culture positively influences the performance of village officials through work motivation as a mediating variable. Research by Soelistya et al. (2023) shows that organizational culture can enhance work motivation, which contributes to improved performance. Furthermore, research by others emphasizes that a good organizational culture can create a supportive work environment, thereby boosting employee motivation and performance. (Hendra, 2020). Thus, a positive organizational culture can enhance the performance of village officials through increased work motivation.

Hypothesis 7: Work Motivation Mediates the Influence of Organizational Culture on Village Apparatus Performance.

3. Methodology

3.1. Research Approach and Design

This research employs a quantitative approach to analyze the relationship between the variables of Transformational Leadership, Organizational Culture, Work Motivation, and Village Apparatus Performance. The design of this study is causal research, aimed at identifying the influence of independent variables on dependent variables, as well as examining the role of intervening variables in that relationship.

3.2. Population and Sample

The population in this study consists of village officials located in the Cot Girek District, North Aceh Regency, with a total of 24 villages. The sample used in this study amounts to 120 individuals, selected using the Purposive Sampling method, where respondents are chosen based on specific criteria deemed relevant to the research objectives.

3.3. Data Collection Techniques

Primary data in this research was collected through closed questionnaires distributed to respondents. This questionnaire uses a 5-point Likert scale, which measures the level of agreement of respondents with statements related to the research variables. This scale ranges from 1 (strongly disagree) to 5. (Very agree).

3.4. Operational Definition of Variables

- a. Transformational Leadership: A leadership style that provides inspiration and motivation to followers to achieve greater outcomes. The indicators include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Research shows that transformational leadership involves four main behaviors: idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation, all of which contribute to enhanced performance and commitment of followers (Metz et al., 2019; Eyal & Roth, 2011).
- b. Organizational Culture: The patterns of behavior and shared value systems that are passed down within an organization, with indicators such as self-awareness, aggressiveness, personality, performance, and self-orientation. Organizational culture plays a crucial role in shaping employee

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- commitment and influencing overall organizational performance, where a positive culture can enhance employee engagement and productivity. (Nikpour, 2017).
- c. **Work Motivation:** The drive to behave in order to achieve goals, measured through feelings of security, fair wages, a pleasant work environment, and recognition of achievements. Work motivation is closely related to job satisfaction and performance, where factors such as fair compensation and a supportive work environment can enhance employee motivation (Purwanto et al., 2021).
 - d. **Performance of Apparatus:** The work results of village apparatus assessed based on quality, quantity, reliability, and work attitude. Performance can be measured through various indicators, including productivity, efficiency, and stakeholder satisfaction, all of which are influenced by leadership and organizational culture. (Rachmat, 2023; Indrayati et al., 2020).

3.5. Data Analysis Techniques

The data obtained were analyzed using Structural Equation Modeling (SEM) with the assistance of AMOS version 22.0. SEM combines factor analysis and regression to test the relationships between indicators and constructs, as well as the relationships among constructs. The SEM analysis process is carried out through several main stages. First, a model was developed based on the theory underlying the research. After that, a path diagram was created to visualize the relationships between the variables. The next step is to formulate structural equations that depict the relationship between exogenous and endogenous variables. Finally, the model was evaluated using several Goodness of Fit criteria, such as Chi-Square, Root Mean Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI), to ensure the model's compatibility with the obtained data.

3.6. Validity and Reliability Testing

The validity of the instrument is tested using Confirmatory Factor Analysis (CFA), with the condition that a loading factor value greater than 0.60 is considered valid. Meanwhile, reliability testing is conducted by measuring variance extracted and construct reliability to ensure the consistency of the research measurement tool.

4. Results and Discussion

4.1. Respondent Characteristics

The table of respondent characteristics in this study shows that out of 120 village officials surveyed, the majority are women (63%), aged 40-50 years (33%), and hold a Bachelor's degree (44%). Most respondents are married (60%). This data provides insights into the demographic composition of the respondents who participated in the study.

Table 1. Respondent Characteristics

Characteristic	Category	Number	Percentage
Gender	Male	44	37%
	Female	76	63%
Age	20 – 30 Years	6	5%
	30 – 40 Years	37	31%
	40 – 50 Years	40	33%
	> 50 Years	37	31%
Education	High School or Equivalent	29	24%
	Diploma 3	38	32%
	Bachelor’s Degree (S1)	53	44%
Marital Status	Married	72	60%
	Single/Not Married	48	40%

4.2. Statistical Description

This section presents the statistical description for the research variables based on questionnaires from 120 respondents. The Transformational Leadership variable has an average score ranging from 3.49 to 4.60, with a mean score of 4.06, indicating that the respondents agree with this leadership style. Organizational culture recorded an average value between 3.53 and 4.63, with an average of 4.32, indicating a high level of approval for the existing culture. Work motivation has an average score ranging from 3.29 to 4.52, with an average of 4.14, indicating agreement on the aspects of work motivation. The performance of village officials shows an average score between 3.31 and 4.67, with an average of 3.80, which also indicates approval of the assessed performance. All variables show a low standard deviation, indicating that the data is well-distributed and valid for further analysis.

Table 2. Statistical Description

Variabel	Indicators	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership						
	kt1	120	1.00	5.00	4.6000	1.12571
	kt2	120	1.00	5.00	3.5917	0.97443
	kt3	120	1.00	5.00	3.4917	1.14493
	kt4	120	1.00	5.00	4.5750	1.05051
	Mean_KT	120	1.50	5.00	4.0646	0.86390
Organizational culture						
	bo1	120	1.00	5.00	4.5333	1.09953
	bo3	120	1.00	5.00	4.6083	1.06350
	bo4	120	1.00	5.00	3.5250	0.92548
	bo5	120	1.00	5.00	4.6250	1.01305
	Mean_BO	120	1.50	5.00	4.3229	0.83351
Work Motivation						
	mk1	120	1.00	5.00	4.3417	1.08074
	mk2	120	1.00	5.00	3.2917	0.97357
	mk3	120	1.00	5.00	4.5250	1.03682
	mk4	120	1.00	5.00	4.4167	1.10449
	Mean_MK	120	1.50	4.75	4.1438	0.84121
Performance of village officials						
	ka1	120	2.00	5.00	3.6667	0.99860
	ka2	120	1.00	5.00	3.3083	1.02732
	ka3	120	1.00	5.00	3.5750	1.04248
	ka4	120	1.00	5.00	4.6667	0.99860
	Mean_KA	120	1.50	5.00	3.8042	0.81296

4.3. Confirmatory Factor Analysis (CFA)

The validity of the data was tested using confirmatory factor analysis (CFA) to ensure that the indicators used in the study truly represent the constructs being measured. The test results show that all indicators for the variables of Transformational Leadership, Work Motivation, and Village Apparatus Performance are valid, with loading factor values above 0.60. However, the indicator bo2 from the Organizational Culture variable is not valid because its loading factor is below 0.60 and must be removed from the model. After adjustments, the indicators for other Organizational Culture variables are also deemed valid.

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Table 3. Confirmatory Factor Analysis (CFA)

Variable	Indicator	Estimate	Cut-off Value	Description
Transformational Leadership	kt1	0.724	≥ 0.60	Valid
	kt2	0.750	≥ 0.60	Valid
	kt3	0.685	≥ 0.60	Valid
	kt4	0.754	≥ 0.60	Valid
Organizational Culture	bo1	0.762	≥ 0.60	Valid
	bo2	0.193	≥ 0.60	Not Valid
	bo3	0.787	≥ 0.60	Valid
	bo4	0.694	≥ 0.61	Valid
	bo5	0.712	≥ 0.62	Valid
Work Motivation	mk1	0.809	≥ 0.60	Valid
	mk2	0.673	≥ 0.60	Valid
	mk3	0.720	≥ 0.60	Valid
	mk4	0.691	≥ 0.61	Valid
Village Apparatus Performance	ka1	0.731	≥ 0.60	Valid
	ka2	0.668	≥ 0.60	Valid
	ka3	0.765	≥ 0.60	Valid
	ka4	0.718	≥ 0.61	Valid

4.4. Reliability Test

The results of the reliability test are as follows: Construct Reliability (CR) assesses the consistency of the construct indicators, with a CR value > 0.70 indicating very good reliability. Variance Extracted (VE) measures the proportion of variance explained by the indicators, with a VE value > 0.50 indicating good convergent validity. Discriminant Validity, calculated as the square root of VE, ensures that a construct is truly distinct from other constructs.

Table 4 Reliability Test Results

Variable	CR	VE	Discriminant Validity
Transformational Leadership	0.819	0.531	0.729
Organizational Culture	0.828	0.547	0.740
Work Motivation	0.815	0.526	0.725
Village Apparatus Performance	0.812	0.520	0.721

4.5. Discriminant Validity

The testing of discriminant validity shows that all latent constructs have good values, with the square root of VE being higher than the correlations between constructs. For example, Transformational Leadership (0.729) and Organizational Culture (0.740) have higher correlations with each other than with other constructs, ensuring the uniqueness of each construct.

Table 5. Results of the Discriminant Validity Test

Konstru k	KT	BO	MK	KA
KT	0,729	0,113	0,543	0,621
BO	0,113	0,740	0,422	0,494
MK	0,543	0,422	0,725	0,746
KA	0,621	0,494	0,746	0,721

4.6. SEM Assumption Testing

SEM analysis requires several tests to ensure data quality. The sample size in this study meets the criteria, which is 120 respondents, in accordance with the recommendations for path analysis. The normality test shows that the data distribution is normal with a critical ratio skewness (C.R.) value below ±2.58. The outlier test indicates that there are no data points that need to be removed, as all p2 values are greater than

0.05. In addition, the multicollinearity test shows a determinant value of the covariance matrix of 0.002, indicating no multicollinearity issues, thus the data is ready for SEM analysis.

Table 6. Goodness of Fit Index Criteria

Goodness of Fit Index	Analysis Results	Cut-off Value	Model Evaluation
X ² -Chi-Square	106.945	< df, $\alpha = 5\%$	Good
Probability	0.298	≥ 0.05	Good
GFI	0.906	≥ 0.90	Good
AGFI	0.871	≥ 0.90	Good
CFI	0.991	≥ 0.95	Good
TLI	0.989	≥ 0.95	Good
CMIN/DF	1.070	≤ 2	Good
RMSEA	0.024	≤ 0.08	Good

Table 6 presents the evaluation results of the goodness of fit for the SEM model. All indices (GFI, AGFI, CFI, TLI, CMIN/DF, RMSEA) show values that meet the expected criteria, indicating that the research model is fit and suitable for use.

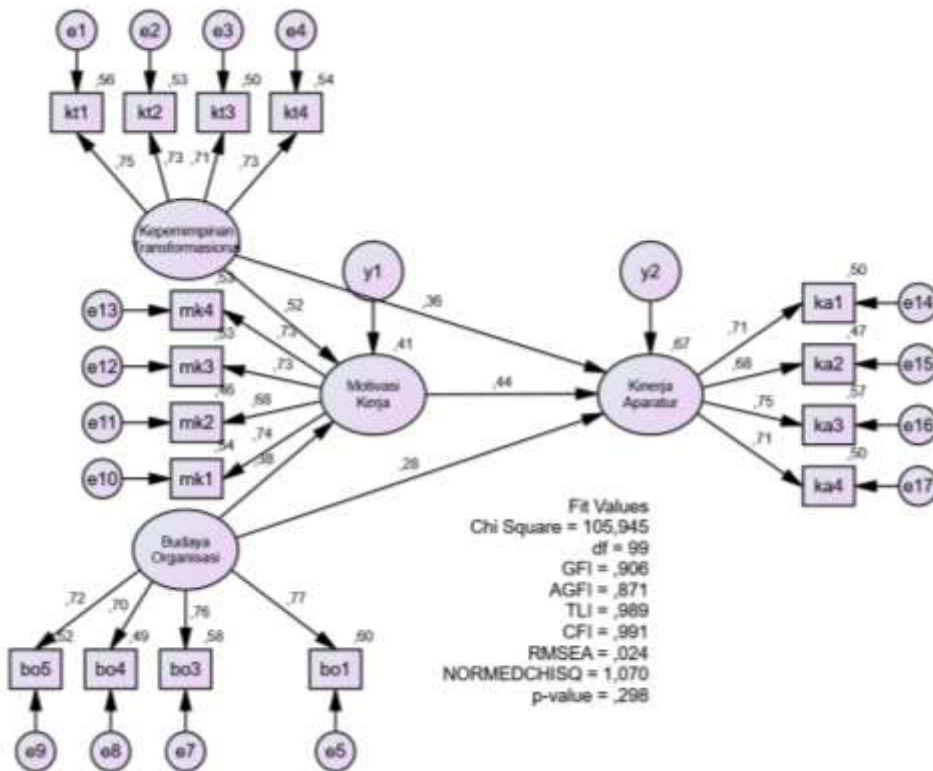


Figure 1 Full Research Model

Table 7 outlines the direct influence of Transformational Leadership and Organizational Culture on Work Motivation and the Performance of Village Apparatus. All tested influences are significant, with Transformational Leadership and Organizational Culture having a positive impact on both variables.

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Table 7. The Influence of Exogenous Variables on Endogenous Variables

Direct Effect Pathways	Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
Work_Motivation ← Transformational_Leadership	0.515	0.485	0.106	4.56	***
Work_Motivation ← Organizational_Culture	0.380	0.353	0.095	3.709	***
Apparatus_Performance ← Transformational_Leadership	0.363	0.303	0.098	3.089	0.002
Apparatus_Performance ← Organizational_Culture	0.280	0.230	0.086	2.688	0.007
Apparatus_Performance ← Work_Motivation	0.444	0.393	0.123	3.208	0.001

Table 8 displays the direct, indirect, and total effects of the variables in the model. The direct and indirect effects indicate the impact of independent variables on dependent variables, while the total effect is a combination of both. All effects show significance, with Transformational Leadership and Organizational Culture influencing Village Apparatus Performance through Work Motivation.

Table 8. Direct, Indirect, and Total Effects

Effect Type	Organizational Culture	Transformational Leadership	Work Motivation	Apparatus Performance
Standardized Direct Effect				
Work Motivation	0.380	0.515	0	0
Apparatus Performance	0.280	0.363	0.444	0
Standardized Indirect Effect				
Work Motivation	0	0	0	0
Apparatus Performance	0.169	0.229	0	0
Standardized Total Effect				
Work Motivation	0.380	0.515	0	0
Apparatus Performance	0.449	0.592	0.444	0

4.6 Discussion

4.6.1. The Influence of Transformational Leadership on Work Motivation

Research shows that transformational leadership has a positive and significant effect on work motivation, with an influence coefficient of 0.515, a CR value of 4.560, and a probability of 0.000. This coefficient far exceeds the significance threshold of 1.96, thus the hypothesis that there is no effect of transformational leadership on work motivation is rejected. This finding is consistent with previous studies that show transformational leadership enhances work motivation (Nadeak, 2022; Maryen, 2023).

4.6.2. The Influence of Organizational Culture on Work Motivation

Organizational culture has been shown to have a positive and significant effect on work motivation, with an influence coefficient of 0.380, a CR value of 3.709, and a probability of 0.000. This indicates that organizational culture plays a crucial role in enhancing work motivation. This result supports previous research that emphasizes the importance of organizational culture in motivating employees. (Putra et al., 2022; Bahrumayah, 2023).

4.6.3. The Influence of Transformational Leadership on Performance

The research results indicate that transformational leadership has a positive and significant effect on the performance of village officials, with an influence coefficient of 0.363, a CR value of 3.089, and a probability of 0.002. This indicates that transformational leadership directly affects performance. This

finding is in line with several previous studies that indicate this leadership style contributes to improved employee performance (Ruhita, 2020; Ichsan et al., 2020).

4.6.4. The Influence of Organizational Culture on Performance

Organizational culture has a positive and significant effect on the performance of village apparatus, with an influence coefficient of 0.280, a CR value of 2.688, and a probability of 0.007. This shows that organizational culture significantly influences employee performance. This finding supports other research results that show the relationship between organizational culture and employee performance. (Ibrahim et al., 2020; Putranto & Wijayanti, 2018).

4.6.5. The Influence of Work Motivation on Performance

Work motivation has a positive and significant effect on the performance of village apparatus, with an influence coefficient of 0.444, a CR value of 3.208, and a probability of 0.001. This result shows that work motivation contributes significantly to performance improvement. These findings are consistent with previous research indicating that work motivation affects employee performance (Sujana & Ardana, 2020; Karmawan & Sudibya, 2020).

4.6.6. The Influence of Transformational Leadership on Performance Through Work Motivation

The research shows that work motivation partially mediates the relationship between transformational leadership and performance. With a probability value on path c' of 0.002, these results indicate that work motivation acts as a partial mediating variable in the relationship between transformational leadership and performance. This finding supports the theory of partial mediation, which suggests that work motivation has a partial impact in the indirect relationship between transformational leadership and performance (Hartati et al., 2020; Rosalina & Wati, 2020).

4.6.7. The Influence of Organizational Culture on Performance Through Work Motivation

The research results indicate that work motivation also partially mediates the relationship between organizational culture and performance. With a probability value on path c' of 0.002, this signifies that work motivation serves as a partial mediating variable in the relationship between organizational culture and performance. This finding supports the theory that states work motivation has a partial impact in the indirect relationship between organizational culture and performance. (Sugianti & Mujiati, 2022; Kurniawan, 2019).

5. Conclusion

5.1. Conclusion

This research shows that transformational leadership and organizational culture have a significant impact on work motivation and the performance of village officials. This finding emphasizes the importance of a leader's role in creating a supportive and motivating work environment for employees. In addition, work motivation has been proven to be a mediating variable that strengthens the relationship between transformational leadership and performance, as well as between organizational culture and performance. Thus, increasing work motivation can be an effective strategy to enhance the performance of village officials.

5.2. Limitation

This study has several limitations, including its focus on a small, geographically restricted sample of 120 village officials from Cot Girek District, North Aceh, limiting generalizability. The cross-sectional design restricts the ability to establish causal relationships or observe long-term changes, and the reliance on self-reported data introduces potential biases. Additionally, the purposive sampling method and the use of a Likert scale to measure variables may affect the reliability of the findings. The study also overlooks other potential factors influencing performance, such as external environmental conditions or individual traits, and its focus on village officials limits applicability to broader public or private sector contexts. Future research could address these limitations for more robust insights.

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This research makes a significant contribution to the literature on management and organization, particularly in the context of village governance. This research enriches the understanding of how transformational leadership and organizational culture can influence work motivation and performance. In addition, this research also highlights the importance of work motivation as a mediator, which can assist researchers and practitioners in designing more effective interventions to enhance employee performance.

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