

RESUBMIT

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THE IMPACT OF ORGANIZATIONAL CULTURE, MOTIVATION, TRANSFORMATIONAL LEADERSHIP ON VILLAGE PERFORMANCE THRU ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN TRAWAS DISTRICT, MOJOKERTO REGENCY

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Abstract

This study aims to measure the effect of organizational culture, motivation, transformational leadership, performance of village officials through organizational citizenship behavior (OCB) in Trawas District, Mojokerto Regency. The sample used in this study was 100 village officials from Trawas District, Mojokerto Regency. In this study, the analysis was carried out using methods of quantitative descriptive analysis. The data for this survey was obtained from a questionnaire filled out by the determined respondents. The analytical tool used to perform the analysis is partial least squares (PLS), an SEM (Structural Equation Model) that uses SmartPLS 3.0 software on a variant basis. Organizational culture does not have a significant impact on village officials' performance, organizational culture has a significant impact on OCB, motivation has a significant impact on village officials' performance, motivation has no significant impact on OCBs, transformational leadership has a significant impact on the performance of village officials, transformational leadership has a significant impact on the OCB, and the OCB has a significant impact on the performance of village officials.

Keywords: *Organizational Culture, Motivation, Transformational Leadership, Performance, Organizational Citizenship Behavior (OCB)*

INTRODUCTION

The village is an area where the residents know each other, live together, have the same customs, rules and regulations and have their own steps and ways in regulating their social life. Besides that, generally the village area consists of

agricultural areas, so that most of their livelihoods are farming. The village is under the regency government.

In regulation variety 6 of 2014 it's miles said that a village is a village and conventional village or

what is referred to as with the aid of another call, hereinafter called a village is a legal community unit which has restrained territory legal to adjment affairs, the interests of the local community based on community initiatives, original rights proposals, or traditional rights that are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia.

In village government businesses, if the overall performance of the village head is excellent, it will have a effective effect on the manner of accelerating village improvement and network services. such as the provision of enough village infrastructure, progress of the village financial system, and extremely good carrier that isn't just a formality.

The fulfillment of each enterprise could be determined by using the performance of its individuals (Nawai Hadari, 2006). Edison (2016) stated that performance is the result of a process that refers and is measured over a positive period of time based totally on predetermined provisions. inside the magazine Setyowati and Haryani (2016) stated that the term overall performance from the phrase activity overall performance or real overall performance (work fulfillment or real success) is the end result of work in fine and quantity achieved by using an worker in carrying out or carrying out their duties. Likewise, in

knowing conducive and rich village conditions, there are many elements that influence someone's overall performance, including organizational culture.

Organizational subculture is more and more growing in line with the growing dynamics of the climate within the company. hence the concept of organizational tradition changed into developed in diverse versions, considering that the term culture became borrowed from the medical disciplines of tropology and sociology, in accordance with the which means of way of life which has a countrywide connotation, adding that the results are so large that it may be visible from diverse perspectives. but, within the technique of variation, most argue that the middle of tradition is a shared value gadget. (Trice and bayer in Fachreza, stated Musnadi, and M Shabri Abd Majid) 2018.

Organizational culture is a problem-solving device or solution, which could constantly run properly within a selected institution or organization in handling its external and internal troubles, in order that it is able to be transmitted or taught to its participants both new and vintage as a way of notion, questioning. and feel in terms of these troubles (Mulyadi, 2015: 96).

in step with Wardiah (2016: 196), organizational subculture is

basically the fundamental values of the organization, so one can act as the basis for behaving, behaving, and acting for all participants of the enterprise. Organizational subculture is the way human beings behave in an business enterprise and it is a set of norms inclusive of beliefs, attitudes, core values, and patterns of conduct shared inside the enterprise.

Sutrisno (2015: 2), organizational lifestyle may be defined as a machine of values (values), ideals (beliefs), assumptions (assumptions), or norms that have lengthy been in effect, agreed upon and followed via stakeholders. contributors of an company as a manual to behavior and fixing organizational troubles. based on this know-how, it can be concluded that, Organizational tradition is the conduct, traditions, and widespread techniques for doing matters and most of them come from the founders of the business enterprise.

Motivation is one of the drivers from the coronary heart to acquire a aim, in different phrases, motivation is a method that produces power that is directed to achieve the goals to be achieved. In a group, motivation is the driving force for organizational progress. Motivation performs an vital position in corporations together with in village authorities groups.

In a government enterprise, achievement or failure in the implementation of community offerings, is inspired by using leadership, via leadership and supported with the aid of ok government, then desirable governance might be found out or carried out, at the opposite leadership weak spot is one of the causes of the crumble. bureaucratic overall performance in Indonesia. (istianto, 2015:2)

leadership inside the village may be expressed as a way of a frontrunner who directs or regulates all factors in a set or agency to achieve the favored organizational desires that allows you to produce desirable and most carrier to the community. with the aid of enhancing the first-rate of service way achieving the work of a person or village apparatus in knowing organizational goals.

in the use of organizational way of life variables, one of the previous research has been conducted by means of Muhammad Ras Muis, J Jufrizen, Muhammad Fahmi in 2018. The have a look at said that organizational lifestyle had a tremendous impact on employee overall performance, however it was exclusive from the research performed by way of Riko Junaidi and Febsri Susanti in 2019. The outcomes showed that organizational culture in part had no large effect on

worker overall performance. So that is what encourages the author to re-observe the theory in organizational subculture at the overall performance of the Trawas District, Mojokerto Regency.

the use of motivational variables, one of the previous research conducted by way of Bayu Dwilaksono Hanafi in 2017. The examine stated that motivation mediated via process pleasure on employee performance had a big effect. but, it is one-of-a-kind from the studies conducted with the aid of Valnsia Angelia Wisti Dapu in 2015. The results showed that motivation had no giant effect on employee performance. So that is what brought about the author to re-look at the idea in organizational tradition at the

Literature review

Organizational culture

In Robbins and Mary Coulter translated by Bob Sabran and Devri (2010), the definition of "organizational way of life" here implies 3 things, particularly first, way of life is a belief, not some thing that may be touched or visible physically, however personnel get hold of and understand it thru what they enjoy inside the business enterprise. 2d, organizational culture is descriptive, that's involved with how contributors be given and

performance of village officers in Trawas District, Mojokerto Regency. As for the transformational leadership variable, in one of the preceding research performed with the aid of Dewiana Novitasari and Masduki A³⁷ari in 2020. The study states that transformational management has no giant effect on employee overall performance. but, this is different from the studies performed by way of I Made Adyana Putra and Ida Bagus Ketut Surya in 2020. The outcomes of the take a look at suggest that transformational management has a fine and large impact on worker performance. So that is what triggered the author to re-study the idea in organizational culture at the overall performance of village officers in Trawas District, Mojokerto Regency.

interpret the subculture, regardless of whether they prefer it or now not. ultimately, although individuals in groups have unique backgrounds and work at exclusive degrees of the organization, they have a tendency to interpret and specific organizational culture in the equal manner. that is the factor of shared popularity.

Motivation

Essentially all motivation comes from within, external elements best trigger the emergence of motivation. outside motivation is motivation

whose triggers come from outdoor someone. whilst motivation from within is the inducement that arises from one's self-initiative. basically there are handiest motivations, particularly to achieve satisfaction or keep away from pain or trouble.

Self-motivation is a person's capability to inspire himself without needing the assist of others. a person has the ability to discover motives or impetus to act. The manner of getting this impulse to behave is largely a method of understanding one's very own desires that are commonly buried. every person has a desire this is an urge to behave, however regularly that urge is weakened by external elements. The weakening of this urge can be seen from the loss of desire and helplessness.

Transformational leadership

⁷ Leadership is the manner a leader impacts the behavior of subordinates to cooperate and paintings productively to obtain organizational desires (Hasibuan, 2011: a hundred and seventy). in step with Badeni (2013: 2), management can be defined as someone's ability to persuade a group in the direction of reaching dreams. Robbins and decide (2015: 410) kingdom that leadership is the capacity to persuade a group towards achieving a vision or set of goals.

conceptual framework

Organizational Citizenship Behavior (OCB)

There are several notions of organizational citizenship behavior (OCB) recommend with the aid of numerous specialists, one of that's by Robbins and judge (in Cahyono, 2015) who define organizational citizenship conduct (OCB) as optional conduct that isn't a part of an worker's formal work obligations. , but helps the powerful functioning of the business enterprise.

Performance

Performance (performance) can have an effect on the continuing activities of a agency enterprise, the higher the overall performance shown by means of the employees may be very helpful inside the improvement of the business enterprise or agency.

The definition of performance in line with a few experts:

Mangkunegara (2012:9) gives the following understanding:

¹¹ overall performance ¹¹ the end result of labor in nice and amount done by means of an worker in wearing out his obligations in accordance with the duties given to him.

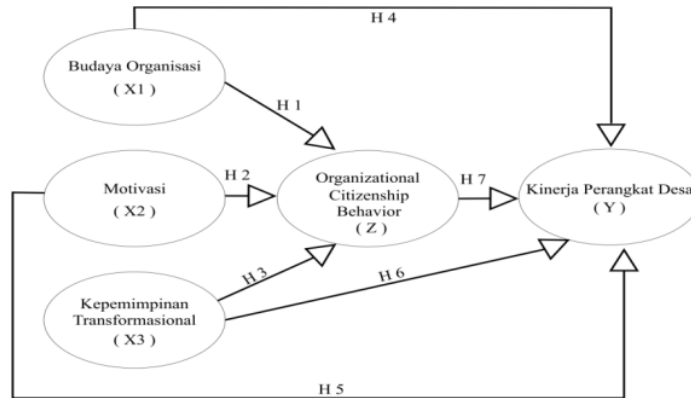


Figure 1

Hypothesis

Based on empirical studies on variables and supported by theories and research results that have been described, seven hypotheses are proposed in this study as follows:

1. H1: Organizational Culture has a significant effect on Organizational Citizenship Behavior of village officials in the village of Trawas District, Mojokerto Regency
2. H2: Motivation has a significant effect on Organizational Citizenship Behavior village officials in the village of Trawas District, Mojokerto Regency
3. H3: Transformational Leadership has a significant effect on Organizational Citizenship Behavior village

officials in the village of Trawas District, Mojokerto Regency

4. H4 : Organizational Culture has a positive effect on the performance of village officials in the village of Trawas District, Mojokerto Regency
5. H5 : Motivation affects the performance of village officials in the village of Trawas District, Mojokerto Regency
6. H6 : Transformational Leadership has a positive effect on Village Apparatus Performance in the village of Trawas District, Mojokerto Regency
7. H7 : Motivation has a positive effect on the performance of village officials in the village of Trawas District, Mojokerto Regency

Research methods

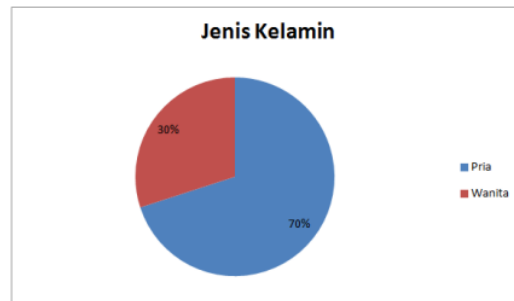
This research is included in quantitative descriptive research Sugiyono (2008:5), descriptive studies is research performed to decide the fee of independent variables, both one or extra (unbiased) variables with out making comparisons, or connecting with different variables. Quantitative research can be defined as a research method used to examine certain populations samples, and statistical data analysis with the aim of testing predetermined hypotheses. Descriptively, this study aims to obtain an overview of the variables of organizational culture, motivation, leadership as the independent

variable and job satisfaction as the dependent variable. While verification aims to test the hypothesis with statistical calculations. One of the sample requirements for SEM applications is more than 100 respondents, and the sample must be able to represent the population. The more samples used, the better the research results. Based on these considerations, in this study researchers took 80% of the total population. So the sample taken is $80\% \times 13 = 10$ The sample villages that become respondents in this study are all village officials in Trawas District, Mojokerto Regency, amounting to 130 village officials.

DATA ANALYSIS AND DISCUSSION

Respondent Description

Figure 5.1 Respondent data by gender



Based on Figure 5.1, it can be seen that the respondents are divided into two, namely men and women. From the data obtained from 100 respondents, the composition of respondents based on gender is 70

respondents or as much as 70% are male and the remaining 30 people or 30% are female as shown in Figure 5.1.

Respondent Age

Based on the results of the questionnaire, it can be seen that the age of the respondents starts from the age of 20-60 years. The data obtained from the questionnaire

respondents aged 20-30 years amounted to 35 people and the remaining 65 people aged 30-60 years.

Cronbach's Alpha . statistical test

Variabel	Croanbach's Alpha	Nilai Kritis	Keterangan
X1	0,928	> 0,6	Reliabel
X2	0,861	> 0,6	Reliabel
X3	0,897	> 0,6	Reliabel
Y	0,862	> 0,6	Reliabel
Z	0,940	> 0,6	Reliabel

Based on table 5.2 can reveal all statement items on variabel

Organizational Culture (X1), Motivation (X2), Transformational Leadership (X3), Organizational Citizenship Behavior (Z), Village Apparatus Performance (Y), having a

value > 0.6 means that the statement items of all variables are declared reliable and can be used in this research.

Hypothesis test

speculation trying out is completed primarily based on the consequences of trying out the inner version (structural model) which includes rectangular, parameter coefficients and t-information. to peer whether a hypothesis can be universal or rejected, among others, through being attentive to the importance value among constructs, t-records,

and p-value. The hypothesis checking out of this research become achieved with the assist of the SmartPLS (Partial Least square) 3.0 software program. these values may be visible from bootstrapping. The regulations of tumb used on this observe are t-statistics > 1.96 with a significance level of p-value of 0.05 or 5% and a fine beta coefficient.

The value of checking out the speculation of this studies may be proven in table 5.9 and the outcomes of this studies version may be described as in figure 5.2:

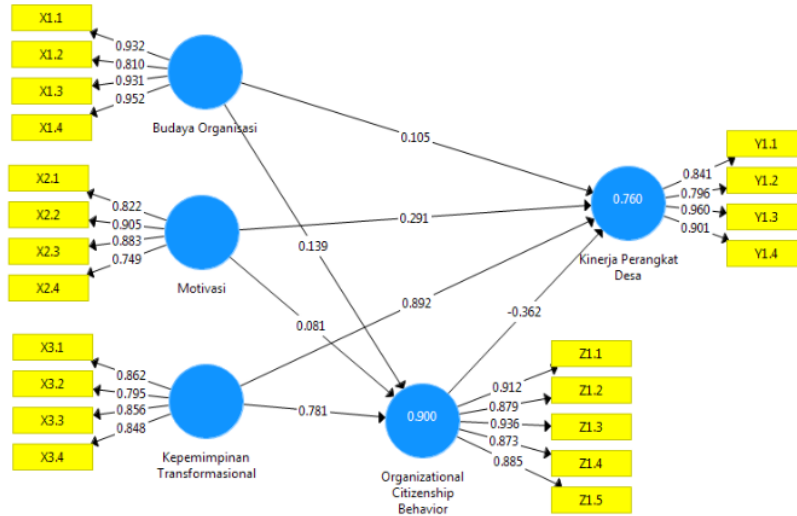


Figure 5.2

Research Model Results

Table 5.9

Path Coefficients Results

Hypothesis	Original Sampel (O)	Sampl Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STDEV)	P Value
BO > KPD	0,105	0,105	0,071	1,483	0,139
BO > OCB	0,139	0,135	0,036	3,832	0,000
KT > KPD	0,892	0,883	0,121	7,388	0,000
KT > OCB	0,781	0,782	0,028	27,938	0,000
MO > KPD	0,291	0,297	0,089	3,720	0,001
MO > OCB	0,081	0,083	0,053	1,513	0,131

OCB > KPD	-0,362	-0,358	0,115	3,14	0,002
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the first hypothesis examines whether organizational lifestyle undoubtedly impacts the performance of village officials. The test outcomes display that the beta coefficient of Organizational lifestyle on Village equipment overall performance is 0.05 and the t-statistic is 1.48. From those outcomes, it's far stated that the t-statistic isn't enormous. because <1.96 with p-value <0.05, the primary speculation is rejected. This proves that Organizational culture isn't verified to have a superb have an impact on on Village equipment performance.

the second hypothesis examines whether or not Organizational culture positively influences Organizational Citizenship behavior. The check outcomes display that the beta coefficient of Organizational way of life on Organizational Citizenship conduct is 0.139 and the t-statistic is 3.832. From this end result, it's miles stated that the t-statistic is sizable. because >1.96 with p-price <0.05, so the second speculation is universal. This proves that organizational subculture isn't always validated to have a wonderful affect on Organizational Citizenship conduct.

The three speculation examines whether Transformational

management positively influences Village equipment performance. The take a look at consequences display that the beta coefficient of Transformational leadership on Village apparatus overall performance is 0.892 and the t-statistic is 7.388. From these outcomes, it's far said that the t-statistic is substantial. due to the fact > 1.96 with p-value > 0.05 so the 0.33 speculation is generic. This proves that Transformational management is tested to have a superb have an impact on on Village apparatus overall performance.

The fourth speculation examines whether or not Transformational management definitely influences Organizational Citizenship conduct. The test results display that the beta coefficient of Transformational leadership on Organizational Citizenship behavior is 0.781 and the t-statistic is 27.938. From these effects, it's miles stated that the t-statistic is giant. due to the fact > 1.96 with p-price > 0.05 so the fourth speculation is time-honored. This proves that Transformational leadership has a fine have an impact on on Organizational Citizenship behavior.

The five speculation examines whether or not motivation has a positive impact on Village

apparatus overall performance. The check outcomes show the value of the inducement beta coefficient on Village equipment performance is 0.291 and the t-statistic is 3.720. From these outcomes, it is said that the t-statistic is large. due to the fact >1.96 with p-fee <0.05 , so the 5th hypothesis is popular. This proves that motivation is tested to have a nice impact at the performance of village officers.

The sixth hypothesis examines whether motivation has a tremendous effect on Organizational Citizenship behavior. The test consequences display that the beta coefficient of Motivation on Organizational Citizenship conduct is 0.081 and the t-statistic is 1.513. From those consequences, it's miles said that the t-statistic is not tremendous. due to the fact <1.96 with p-cost <0.05 , so the six speculation is rejected. This

Discussion

The impact of Organizational subculture on Village equipment overall performance

Organizational subculture definitely affects the performance of Village apparatus. The check outcomes show that the beta coefficient of Organizational subculture on Village equipment performance is 0.105 and the t-statistic is 1.483. From these effects, it's miles said that the t-statistic isn't always tremendous. because <1.96 with p-price <0.05 ,

proves that motivation isn't always validated to have a effective influence on Organizational Citizenship behavior.

The seven speculation examines whether or not Organizational Citizenship behavior undoubtedly impacts Village equipment performance. The check a look at effects display that the beta coefficient of Organizational Citizenship behavior on Village equipment performance is -0.362 and the t-statistic is three.one hundred forty. From these results, it's miles stated that the t-statistic is not extensive. due to the fact <1.96 with p-cost <0.05 , so the seven speculation is rejected. This proves that Organizational Citizenship behavior isn't always demonstrated to have a effective influence on Village apparatus overall performance.

the primary hypothesis is rejected. This proves that Organizational way of life isn't always established to have a superb impact on Village equipment performance.

The Influence of Organizational Culture on Organizational Citizenship Behavior

Organizational Culture positively influences Organizational Citizenship Behavior. The check effects show that the beta coefficient

of Organizational subculture on Organizational Citizenship behavior is 0.139 and the t-statistic is 3.832. From this end result, it's far said that the t-statistic is significant, because >1.96 with p-value <0.05 , so the second one speculation is frequent. This proves that organization tradition isn't always validated to have a fine influence on Organizational Citizenship Behavior.

The effect of Motivation on Village equipment overall performance

Transformational leadership undoubtedly affects Village equipment overall performance. The check consequences show that the beta coefficient of Transformational leadership on Village equipment overall performance is 0.892 and the t-statistic is 7.388. From those results, it is said that the t-statistic is large, because >1.96 with p-cost >0.05 so the 0.33 speculation is typical. This proves that Transformational management is confirmed to have a wonderful influence on Village apparatus performance.

The Effect of Transformational Leadership on Organizational Citizenship Behavior

Transformational Leadership positively influences Organizational Citizenship Behavior. The take a look at consequences display that the beta coefficient of Transformational leadership on Organizational

Citizenship behavior is 0.781 and the t-statistic is 27.938. From these results, it's miles stated that the t-statistic is big, because >1.96 with p-fee >0.05 so the fourth hypothesis is universal. This proves that Transformational management has a superb influence on Organizational Citizenship Behavior.

The impact of Transformational Leadership on Village equipment performance

Motivation has a positive effect on Village apparatus overall performance. The take a look at effects display the cost of the incentive beta coefficient on Village equipment overall performance is 0.291 and the t-statistic is three.720. From those outcomes, it's miles said that the t-statistic is big, because >1.96 with p-value <0.05 , so the 5th speculation is established. This proves that motivation is established to have a nice affect on the performance of village officers.

The Effect of Motivation on Organizational Citizenship Behavior

Motivation positively affects Organizational Citizenship Behavior. The test results show that the beta coefficient of Motivation on Organizational Citizenship Behavior is 0.081 and the t-statistic is 1.513. From these results, it is stated that the t-statistic is not significant. Because <1.96 with p-value <0.05 ,

so the sixth hypothesis is rejected. This proves that motivation is not proven to have a positive influence on Organizational Citizenship Behavior.

The Effect of Organizational Citizenship Behavior on Village equipment performance

¹⁴ Organizational Citizenship Behavior positively influences the Performance of Village Apparatus.

² The test results show that the beta coefficient of Organizational Citizenship Behavior on Village Apparatus Performance is -0.362 and the t-statistic is 3.140. From these results, it is stated that the t-statistic is not significant. Because <1.96 with p-value <0.05 , so the seventh hypothesis is rejected. This proves that Organizational Citizenship Behavior is not proven to have a positive influence on Village Apparatus Performance.

CONCLUSIONS AND SUGGESTIONS

Inference

based on the outcomes of studies carried out on Organizational way of life, Motivation, Transformational leadership, the following conclusions may be drawn:

1. Organizational subculture has no full-size impact on the overall performance of Village equipment in Trawas District, Mojokerto Regency. The better the Organizational culture does no longer have a big impact at the overall performance of the Village equipment.
2. Organizational way of life has a enormous effect on Organizational Citizenship conduct (OCB) in Trawas District, Mojokerto Regency. The better the Organizational culture, the greater the effect on

Organizational Citizenship Behavior (OCB).

3. Motivation has a massive impact on the performance of village officers in Trawas District, Mojokerto Regency. The higher the incentive, the more the effect on the overall performance of the village apparatus.
4. Motivation has no significant effect on Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency. The higher the motivation, the less significant impact on Organizational Citizenship Behavior (OCB)
5. ⁴⁶ Transformational leadership has a significant effect on the performance of village officials in Trawas District, Mojokerto Regency. The higher the

Transformational Leadership, the greater the impact on the Village Apparatus Performance.

6. Transformational leadership has a significant effect on Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency. The higher the Transformational Leadership, the more significant impact on Organizational Citizenship Behavior (OCB).

7. Organizational Citizenship Behavior (OCB) has no significant effect on Village Apparatus Performance in Trawas District, Mojokerto Regency. The higher the Organizational Citizenship Behavior (OCB) it does not have a significant impact on the Performance of Village Apparatus.

Recommendation

Based on the effects of the above, a look at, numerous matters that can be cautioned to the village head government so one can better enhance the performance of village officials consist of:

1. For the village authorities

suggestions that may be conveyed by way of researchers for the village authorities of Trawas District, ideally organizational way of life, motivation may be taken into consideration once more because to regulate the behavior of every character is quite hard because each man or woman has his personal conduct. Organizational way of life ought to also be fashioned by means of at the same time making written rules which can be honestly written and agreed upon by way of all contributors, in order that organizational culture is mediated in every village having a one of a kind organizational way of life.

2. For Future Researchers

destiny researchers ought to expand this studies and add different variables due to the fact there are nevertheless many other factors that affect the overall performance of village officers.

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