



THE ROLE OF MOTIVATION IN MEDIATING WORK DESIGN AND ORGANIZATIONAL CULTURE ON VILLAGE APPARATUS PERFORMANCE

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The research objective is to analyze the effect of work design, organizational culture and work motivation on the performance of village officials; analyze the effect of work design and organizational culture on work motivation; analyze the effect of work design on the performance of village apparatus through work motivation; analyze the effect of organizational culture on the performance of village apparatus through work motivation. The population of this study were all village officials in the Wirosari District, Grobogan Regency, with BUMDES management activities not running, namely 63 village officials from a number of 9 villages. The sampling technique uses a saturated sample. Therefore, the number of samples taken was also 63 village officials. Data analysis techniques using smartpls. The results of the study found that all hypotheses had a positive and significant direct effect, except for work design on facilitator performance. In the mediation hypothesis, work motivation is able to mediate the influence of work design and the performance of village apparatus, but is unable to mediate the influence of organizational culture and the performance of village apparatus.

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INTRODUCTION

Indonesia as one of the developing countries until now still faces the problem of poverty with all its complexities. Since the New Order government, especially starting in the 1970s, the government has been very active in making efforts to overcome poverty. The efforts made by the government are through development. Development is a planned process of change and aims to change an undesirable situation towards a desired direction. National development is aimed at efforts to improve the standard of living of rural communities, foster active participation of every member of rural communities, and create a harmonious relationship between society and its environment (Rusyan, 2018).

The development of village government has a very important role for the progress of the Indonesian state. Village government is a unified

government organization that functions in policy making and coordination in the implementation of tasks for the delegation of part of the authority from the central government as a form of regional autonomy. The village government receives several authorities and responsibilities from the central government to manage village funds in order to realize the effectiveness of increasing welfare and development of independent and highly competitive village communities (Yahya, 2022).

The concept of village apparatus performance is how the village's efforts are effective and efficient in utilizing village funds, determining village programs that have an impact on village development by involving village potential, implementing programs according to the predetermined schedule. The village apparatus performance measurement system aims to determine the extent to which the village

government has achieved in carrying out its functions. Village performance measurement is contained in a range of values that show how many points have been achieved (Ekasari, 2020).

One form of development in village government is the establishment and development of Village-Owned Enterprises (BUMDES). BUMDES is a business entity with capital that is wholly or partly derived from direct village wealth participation (APBDES) which is separated to manage assets, service services, and other businesses for the greatest welfare of the village community (UU RI Nomor 6, 2014).

The role of the village government in developing BUMDES can be assessed through three functional indicators, namely as a regulator, as a dynamicator, and as a facilitator. The regulator function is related to the issuance of regulations to prepare the direction so that the implementation of BUMDES runs in a balanced

manner. The dynamic function is related to providing guidance for administrators in managing BUMDES. The facilitator function is related to assistance in providing education, training, and improving skills for BUMDES managers as representatives of the empowered community (Fifianti et al., 2018).

The phenomenon that is currently occurring is the ineffective performance of village officials in managing BUMDES (Village-Owned Enterprises). As is known, BUMDES has actually been mandated since the enactment of Law Number 32 of 2004. However, it is recorded that many villages in this area are unable to manage village funds through the establishment and development of BUMDES. According to the results of a survey in several villages in the Wirosari District area, data was recorded with the following description:

Table 1. BUMDES Activities in Wirosari District Since 2004

No	Village Name	Name of Bumdes	Legal Entity Status	Manager Activities
1	Dapumo	Mitra Desa Dapumo	Document Correction	Not Running
2	Dokoro	Citra Persada Dokoro	Verified Name	Not Running
3	Gedangan	Gema Mandiri Gedangan	Verified Legal Entity Documents	Not Running
4	Kalirejo	Ngremboko Kalirejo	Verified Name	Not Running
5	Karangasem	Tirta Mukti Karangasem	Document Correction	Not Running
6	Kropak	Sakinah Kropak	Verified Legal Entity Documents	Running
7	Mojorebo	Makaryo Mojorebo	Verified Legal Entity Documents	Running
8	Sambirejo	Sambijaya Lestari Sambirejo	Verified Legal Entity Documents	Not Running
9	Tambahrejo	Panca manunggal Tambahrejo	Verified Name	Not Running
10	Tambakselo	Mandiri Makmur Tambakselo	Document Correction	Running
11	Tanjungrejo	Tanjung Lestari Tanjungrejo	Verified Legal Entity Documents	Not Running
12	Tegalrejo	Sekar Tanjung Seto Tegalrejo	Verified Legal Entity Documents	Not Running
13	Kunden	In the form of a sub-district without BUMDES		
14	Wirosari	In the form of a sub-district without BUMDES		

Source: BUMDES Management Activities, Wirosari District, 2022

The table above shows BUMDES activity data from 2004 to the present in the Wirosari District area. According to the survey results, only three villages were able to run BUMDES and nine villages failed to run BUMDES. While the other two areas, including the sub-district area (not running BUMDES). This phenomenon shows that the performance of village officials in the Wirosari District area of Grobogan Regency is very weak in managing BUMDES, so it is necessary to improve the competence of village officials related to education and training. In fact,

the priority for the use of village funds in 2023 according to PERMENDESA PDPTT Number 8 of 2022 will be oriented towards three main points, namely national economic recovery (establishment and development of BUMDES), national priority programs (village data collection, improving the quality of human resources and others), and mitigation of natural and non-natural disasters. Thus, these three main priorities will not be planned for infrastructure development, as has been programmed by the village government in the previous management of village funds.

Several previous studies that are references in this study have investigated employee performance in various contexts. The effectiveness of work design can improve employee performance. The effectiveness of work design is seen from how the delegation of a series of activities has been adjusted to employee abilities, so that performance achievement will be easier to do (Popaitoon, 2020; Peiró et al., 2020; Yani et al., 2022). The culture embedded in the organization has an impact on improving performance. Organizational culture plays a role in providing organizational identity and facilitating the achievement of organizational goals by improving employee performance (Ferine et al., 2021; Maria, 2019).

Work design has an impact on increasing employee motivation. Therefore, management must also be willing and able to describe job descriptions clearly so that junior employees' motivation to work increases (Rizki & Ibrahim, 2018; Prasetyaningrum, 2020; Al-Musadieq et al., 2018). The existence of organizational culture will increase employee work motivation. Companies must strive to build a good culture so that employee motivation can be grown (Colaco & Loi, 2019; Pranitasari & Saputri, 2020; Sutoro, 2020).

The growth of work motivation can improve employee performance. Motivation is a set of forces to initiate, direct, and carry out work in order to achieve work performance expectations (Rita et al., 2018; Sudiardhita, 2018; Pancasila et al., 2020). Motivation can mediate work design and performance (Al-Musadieq et al., 2018; Peiró et al., 2020). Motivation can also mediate organizational culture with employee performance (Maria, 2019).

Based on the phenomenon of the performance of village officials in managing BUMDES in the Wirosari District, Grobogan Regency, this study is very interesting to study further. This study is different from several previous studies, namely investigating the performance of village officials in managing village funds oriented to BUMDES, where their performance will be assessed according to the perspective of work design, work culture and motivation.

HYPOTHESES DEVELOPMENT

Human resource management (HRM) is part of organizational management that is oriented towards the elements of human resource management. HRM is a series of activities aimed at managing company employees, starting from how to recruit new employees, train them, manage them by providing job descriptions, and helping them deal with organizational problems. In other words, human resource management is

the practice of recruiting, deploying, and managing an organization's employees. HRM tasks broadly consist of three functional parts, namely managerial functions, operational functions, and functions to achieve organizational goals (Fu et al., 2019).

Employee Performance

Performance can be said as an action and achievement and skill shown by a person in carrying out an action or work. Performance is the result of evaluating the work done compared to predetermined criteria. Performance is a term that is often heard and associated with the results of a person or organization's activities in carrying out activities to achieve their goals. Thus, performance shows the level of success of a person or organization in carrying out their work duties (Waldan, 2020).

Performance is the work result achieved by a person, both in quantity and quality, in carrying out tasks according to the responsibilities assigned to him and how capable he is of contributing to the organization. Performance is the real work result achieved by an employee in carrying out the tasks given to him based on skills, experience, sincerity and time spent working (Sudiardhita, 2018).

Performance shows the ability of a business to obtain better results obtained from a particular job function. Performance appraisal is an important part of the entire employee work process. For employees, the assessment has a feedback role on things like abilities, strengths, weaknesses, and potential which in turn are useful for setting goals, paths, plans, and career development (Arif et al., 2019). Some indicators for measuring the high and low performance of employees in an organization are the quality of work, quantity of work, timeliness, and low error rates (Al-Musadieq et al., 2018).

Work Motivation

Work motivation is the energy that drives a person as a driving force to have enthusiasm and passion in working. Motivation is the potential power to take action. There are four patterns of motivation, namely achievement motivation, affiliation motivation, competence motivation and power motivation. Achievement motivation is a drive from within a person to overcome all challenges and obstacles in an effort to achieve goals. Affiliation motivation is oriented towards the drive to act on the basis of social principles. Competence motivation shows a drive to achieve work excellence, improve problem-solving skills, and strive to be innovative. While power motivation is the drive to influence people by changing situations (Ferdinatus, 2020).

Motivation in the context of an organization is a skill that directs employees and organizations to work successfully, so that they can achieve employee desires and achieve organizational goals. In this sense, it seems that the role of a leader is to provide encouragement to subordinates to work successfully and apply effective motivational techniques. Motivation essentially comes from within a person or what is often called internal motivation and can also come from outside or is also called external motivation. Internal motivation consists of two indicators, namely the needs of life, and impulses, while external motivation consists of two indicators, namely welfare and facilities (Andriani et al., 2018).

Work Design

Job design is a job design related to how to technically determine the job and the social aspects of humans towards a job related to organizing or assembling existing job components, and showing the work performance that can be achieved by employees which has an impact on increasing employee job satisfaction. Efforts made by individuals to be able to carry out job design well can be done by improving and growing the individual's own personal growth, namely including 1) innovation on existing job designs, 2) feedback on job designs that have been carried out so that they can find out how successful and wrong they are in work, 3) redesigning existing jobs so that they can be adjusted to existing job needs (Uyun, 2021).

Job design is absolutely necessary for any company or organization. This is because job design shows several groups of job descriptions that are assembled into a job or several jobs so that the work becomes more focused, clear, efficient and effective. Job design will provide standards and clarity of tasks that must be carried out by each employee. If the job design provided by the organization is not appropriate and not clear, it will result in employees not knowing their duties and responsibilities which will have an impact when they work. It is not easy to choose the right person to sit in a certain position in an organization during a transition period to handle strategic positions according to their abilities if they want to be projected in a certain position (Sujatmiko, 2022).

Job design that is managed well and professionally is part of the organization's life cycle in order to achieve its goals. Therefore, all organizational resources including employees need to be utilized properly and correctly. It can be said that job design shows something complex. This is because the application of job design requires a good understanding of social variables and technical variables (Ariyanto, 2021). Job design in an organization or company can be

measured through several assessment indicators, namely variation capabilities, job identity, task meaning, work freedom and feedback (Al-Musadieq et al., 2018).

Organizational Culture

Organizational culture is defined as a set of beliefs, values, norms or assumptions that have been in effect and followed by members of the organization as a guideline for behavior and procedures for solving problems that occur in the organization. The term organizational culture is often referred to as corporate culture, namely norms or values that have been in effect for a relatively long time. Corporate culture is followed by employees as a norm of behavior in an effort to complete the company. The occurrence of internalization and socialization of values in members that inspire members of the organization will form an organizational culture. Thus, it can be said that organizational culture is the soul of the members of the organization that is transformed into the soul of the organization (Surtriso, 2018).

The basic principles of the organizational cultural context serve to inventory the values that exist in the organization and the values needed by the organization. The basic principles of the organizational cultural context have six characteristics, namely: (1) behavioral observation. Behavior with clear rules, speaking, communicating with respect, (2) Norms. The amount of work that produces good quality. The moderate category is not too much, not too little for the sake of quality, (3) Dominant values. High quality and efficient, not absent if not forced, (4) Philosophy. Philosophy based on seniority or based on performance, (5) Rules. The existence of rules and standard operating procedures, and (6) Organizational climate. The company has values and procedures for communicating both internally and externally to the organization including customers or guests (Silitonga, 2020).

Organizational culture shows a cognitive framework that includes values, attitudes, behavioral norms and contributions of expectations given by members of the organization. This means that organizational culture can be known from the attitudes, behaviors, norms and values that are believed. Culture emphasizes the importance of values that are formulated into a pattern and framework used when carrying out tasks in an organization. Belief in the values that are formulated can provide an overview to human resources in behaving, thinking, and acting (Pakpahan, 2022). Organizational culture can be measured through several indicators, namely human resource or employee commitment, career, activity supervision, decision makers, and the level of employee concern or anxiety (Al-Musadieq et al., 2018).

Hypothesis

The effectiveness of work design can improve employee performance. Meanwhile, ineffective work design can cause various deviations in implementation, for example, less than optimal work procedures (SOP). Ineffective work design can be indicated by job descriptions that are too varied and the provision of too much work. This will have an impact on decreasing employee performance (Yani et al., 2022). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H1: There is a positive influence of work design on the performance of village officials

Organizational culture shows the interaction of various characteristics of habits that can influence a group of people in their surrounding environment. Organizational culture discusses, explains broadly the development of attitudes and behavior of individuals and groups in the organization. The priority of organizational culture shows the direction and control of human behavior and attitudes involved in organizational activities and functions as a determining factor in improving employee performance (Maria, 2019). However, performance improvements do not always come from the culture inherent in the organization. Changes in performance that are attempted in employees require organizational adaptation that must always be planned continuously. Organizations must be willing to change less than ideal cultures to achieve high performance and competition (Sabuhari et al., 2020). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H2: There is a positive influence of organizational culture on the performance of village officials.

Job design has an impact on increasing employee motivation. Theoretically, job design consists of job characteristics, namely various abilities and task identities to improve experience, create a sense of responsibility, feedback in providing knowledge about work and fostering work motivation (Al-Musadieq et al., 2018). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H3: There is a positive influence of job design on work motivation

Organizational culture is the values, methods and beliefs of employees to be able to overcome all organizational problems. The manifestation of organizational culture is formed

through an agreement of organizational members who will carry the characteristics and identity of an organization. Therefore, employees will voluntarily motivate themselves to contribute to forming a culture that suits them (Sutoro, 2020). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H4: There is a positive influence of organizational culture on work motivation

Motivation is a process of satisfying needs, which means that when certain factors meet a person's needs, then a person will make every effort to achieve organizational goals with maximum work results. If better performance can increase employee benefits fairly and equally, then employees will be motivated to improve their performance (Pancasila et al., 2020). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H5: There is a positive influence of work motivation on the performance of village officials

Effective work design must be able to explain the job descriptions and work activities that will be the responsibility of an employee. Work design considerations must be made based on the results of the evaluation of the job bearer's abilities, both in terms of physical and social skills in employees. This aims to facilitate increased competence, so that performance achievement through increased work motivation can be met (Peiró et al., 2020). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H6: There is a positive influence of work design on the performance of village officials through work motivation

Organizational culture describes the procedures for interaction between employees in an organization that will form characteristics that become the distinctive features and identity of the organization. Organizational culture shows how employees' attitudes and behaviors as members of the organization interact. These attitudes and behaviors will be the main foundation for the formation of employee motivation and performance in achieving organizational goals (Maria, 2019). Based on the description of the relationship between the research variables discussed above, the following hypothesis development can be proposed:

H7: There is a positive influence of organizational culture on the performance of village officials through work motivation

The research model is a representative image of interrelated concepts and is shown through images and arrows as a form of

relationship between independent, dependent, moderation and mediation variables. The form of this research model is as follows:

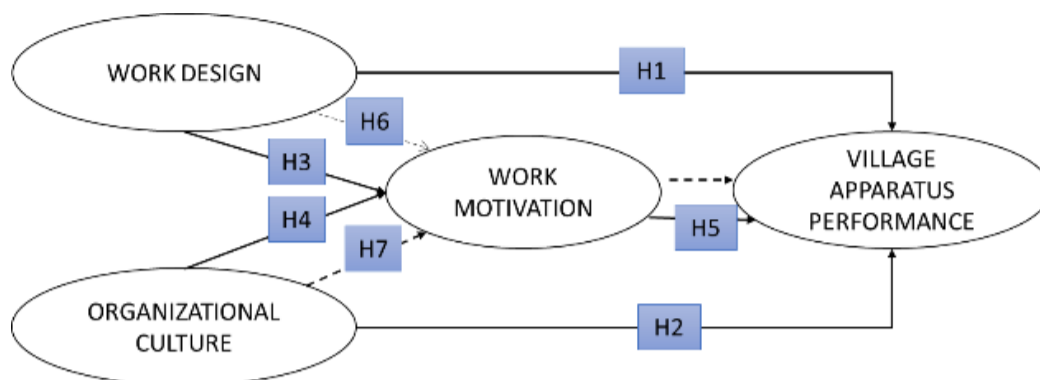


Figure 1. Research Model

METHOD

Population is the entire unit of analysis or individuals who have certain characteristics and have been determined to meet research interests (Ismayani, 2019). The population of this study was all village officials in the Wirosari District, Grobogan Regency with BUMDES management activities not running, namely 63 village officials (the number of villages is 9 villages with each village having 7 village officials). The sampling technique in this study used saturated sampling, namely the entire population was used as the research sample area. Therefore, the number of samples taken was also 63 village officials.

The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model based on components or variants. PLS is often used as an alternative to the use of covariance-based SEM. SEM PLS consists of a measurement model or outer model and a structural model or inner model (Ghozali, 2016).

RESULT AND DISCUSSION

The Influence of Work Design on Village Apparatus Performance

The results of the calculation of structural capital related to hypothesis one found that work design had no effect on the performance of village officials (β coefficient value of -0.071 (negative) and ρ value of 0.629 > 0.05 (hypothesis rejected or not significant)). No effect means that the rise and fall of work design will not affect the good or bad performance of village officials.

The relationship between work design and official performance is not significant. The most respondents' choice in the work design questionnaire statement (I am able to explain what job descriptions must be carried out by BUMDES managers) tends to be neutral. Meanwhile, the most choices in the apparatus

performance questionnaire statement (I am able to choose human resources as BUMDES managers who have competence in punctuality) tend to be neutral. This means that the guidance of village officials in choosing BUMDES management resources is not due to their hesitation in describing the types of work in BUMDES. The hesitation of village officials in choosing BUMDES management resources that causes BUMDES not to run could be due to the lack of competent human resources in the community. The inability of the community in the BUMDES business could make village officials confused in choosing BUMDES managers. Thus, good and bad work designs will still not affect the BUMDES business. This is because there are no BUMDES management resources who have competence.

The results of this study are not in line with the results of several studies. Several previous studies have found a relationship between work design and employee performance (Popaitoon, 2020; Peiró et al., 2020; Yani et al., 2022). This is different from the findings of this study which suggest that there is no relationship between the two.

The Influence of Organizational Culture on Village Apparatus Performance

The calculation of the structural model of hypothesis two found that organizational culture has a significant positive effect on the performance of village officials (β coefficient value of 0.640 (positive) and ρ value of 0.000 < 0.05 (hypothesis accepted or significant)). The positive effect is a unidirectional effect, meaning that the better the organizational culture in a village, the better the performance of its village officials. Conversely, the worse the organizational culture in a village, the worse the performance of its village officials.

Village government culture has an impact on the performance of village officials. The

unpreparedness of village officials in running BUMDES (the most choices of organizational culture statements with a neutral tendency) has had an impact on their hesitation in choosing BUMDES management resources (the most choices of performance statements with a neutral tendency). Many village officials feel unprepared to manage BUMDES, which is possible because their level of knowledge and experience is still lacking. This will certainly affect their confidence in immediately running BUMDES by choosing competent managers.

The results of this study are in line with the results of previous studies that are used as references. Several previous studies have also found a relationship between organizational culture and employee performance. Organizational culture plays a role in providing organizational identity and facilitating the achievement of organizational goals by improving employee performance (Ferine et al., 2021; Maria, 2019).

The Influence of Work Design on Work Motivation

The structural model of hypothesis three found that work design has a significant positive effect on work motivation. This is proven by the β coefficient value of 0.544 (positive) and the ρ value of 0.000 < 0.05 (hypothesis accepted or significant). A positive meaning is a unidirectional influence, meaning that the better the work design in a village, the higher the work motivation of its village officials. Conversely, the worse the work design in a village, the lower the work motivation of its village officials.

Work design is related to the work motivation of village officials. The hesitation of village officials in describing the types of work in BUMDES (the most choices of work design statements with a neutral tendency) has influenced the distrust of village officials to establish and develop BUMDES (the most choices of work motivation statements with a neutral tendency). Basically, to establish and manage BUMDES, village officials must also have the ability to explain what job descriptions or businesses are suitable according to the principles of local wisdom in their village.

The findings of this study are in line with the findings of several previous studies. There are similarities in the findings, namely the relationship between work design and work motivation. Therefore, management must also be willing and able to describe job descriptions clearly so that junior employees' motivation to work increases (Rizki & Ibrahim, 2018; Prasetyaningrum, 2020; Al-Musadieq et al., 2018).

The Influence of Organizational Culture on Work Motivation

Testing the fourth hypothesis through the calculation of the structural model found a significant positive influence on the relationship between organizational culture and work motivation as evidenced by the β coefficient value of 0.415 (positive) and ρ value of 0.009 < 0.05 (hypothesis accepted or significant). Positive meaning is a unidirectional influence, meaning that the better the organizational culture in a village, the higher the work motivation of its village officials. Conversely, the worse the organizational culture in a village, the lower the work motivation of its village officials.

Organizational culture in villages in Wirosari District has an impact on the work motivation of its village officials. The unpreparedness of village officials in making decisions on BUMDES management (the most choices of organizational culture statements with a neutral tendency) has influenced the emergence of a lack of confidence in their establishment and development of BUMDES (the most choices of work motivation statements with a neutral tendency). Overall, village officials in Wirosari District are not ready to manage BUMDES. This is possible because their level of knowledge is lacking, so they are less confident in managing it when BUMDES has been established.

The findings of this study are in line with the findings of previous studies that are used as references. Several previous studies have found and revealed the same thing as this study, namely the relationship between organizational culture and employee work motivation (Colaco & Loi, 2019; Pranasari & Saputri, 2020; Sutoro, 2020).

The Influence of Work Motivation on Village Apparatus Performance

Hypothesis five has been tested through structural model calculations and provides a finding that there is a significant positive influence of work motivation on the performance of village officials. This is evidenced by the β coefficient value of 0.407 (positive) and ρ value of 0.002 < 0.05 (hypothesis accepted or significant). A positive value gives the meaning of a unidirectional relationship, meaning that the higher the work motivation of a village official, the better the performance of its village officials. Conversely, the lower the work motivation of a village official, the worse the performance of its village officials.

The motivation of village officials has an impact on their level of performance. The lack of self-confidence of village officials in Wirosari District (the most choices of work motivation statements with a neutral tendency) has made them reluctant to choose suitable resources to

manage BUMDES (the most choices of village official performance statements with a neutral tendency).

The results of this study are in line with the findings of several previous studies. Several previous studies agree that the growth of work motivation can improve employee performance. Motivation is a set of forces to initiate, direct, and carry out work in order to achieve work performance expectations (Rita et al., 2018; Sudiardhita, 2018; Pancasila et al., 2020).

The Influence of Work Design on Village Apparatus Performance Through Work Motivation

The calculation of the structural model to test hypothesis six found that work design has a significant positive effect on the performance of village officials through work motivation. This is evidenced by the β coefficient value of 0.222 (positive) and ρ value of 0.003 < 0.05 (hypothesis accepted or significant). A positive effect means a unidirectional effect, meaning that the better the work design in a village, the higher the work motivation and the better the performance of the village officials. Likewise, the worse the work design in a village, the lower the motivation to work and the worse the performance of the village officials.

The work design that will be planned in the management of BUMDES has an impact on the motivation and performance of village officials. Village officials are less able to design what business and tasks are suitable to be carried out in BUMDES (the most choices of work design statements with a neutral tendency) have made village officials less confident (the most choices of work motivation statements with a neutral tendency) and have made village officials unable to choose BUMDES management resources (the most choices of performance statements with a neutral tendency).

This research is in line with the findings of previous studies. Several previous studies have found that motivation can mediate work design and performance. The creation of a work design that is specific to a particular job has been shown to influence increased motivation or drive in employees and increased performance (Al-Musadieq et al., 2018; Peiró et al., 2020).

The Influence of Organizational Culture on Village Apparatus Performance Through Work Motivation

The calculation of the structural model of hypothesis seven found that organizational culture did not affect the performance of village officials through work motivation. This is evidenced by the β coefficient value of 0.169 (positive) and ρ value of 0.093 > 0.05 (hypothesis

rejected or not significant). The absence of influence means that the movement of good and bad organizational culture in a village will not have much effect on the high and low and good and bad motivation and performance of its village officials. The culture in the villages in Wirosari District does not have an impact on the emergence of motivation and performance of its village officials. The unpreparedness of village officials in making decisions (the most choices of organizational culture statements with a neutral tendency) does not affect the level of trust (the most choices of work motivation statements with a neutral tendency) and the ability of village officials to manage BUMDES (the most choices of performance statements with a neutral tendency). The level of ability of village officials could be possible because they do not have knowledge related to good and correct BUMDES management, not because of their readiness and trust. This shows that readiness and trust alone cannot be used as the main capital so that they have the trust and ability to manage BUMDES. The knowledge factor is very likely to be the main factor that can influence their trust and ability. Without knowledge of how to manage BUMDES, it is certain that village officials will be confused, so that they lack confidence and have less ability.

The findings of this study are not in line with the results of Maria's research (2019). The findings of Maria's research (2019) have proven that there is a relationship between organizational culture and employee motivation and performance. However, the results of this study are in line with the research of Al-Musadieq et al. (2018) namely the similarity that there is no relationship between organizational culture and employee motivation and performance.

CONCLUSION

Based on the discussion description presented above, several research conclusions can be drawn. First, work design does not directly affect the performance of village officials, while organizational culture has a significant positive impact on their performance. Second, work design has a significant positive effect on work motivation, and similarly, organizational culture also significantly influences work motivation. Third, work motivation has a significant positive effect on the performance of village officials. Furthermore, work design positively affects the performance of village officials indirectly through work motivation, whereas organizational culture does not influence performance through work motivation.

In relation to how village officials respond to research questionnaires, several suggestions are proposed to address obstacles encountered in the field. A communicative attitude and openness are

highly expected and essential for research effectiveness, as these qualities help ensure that the research reflects the actual conditions. Village officials should feel confident in providing honest information without fear, as questionnaire responses are confidential, and respondents' identities remain undisclosed. Additionally, future research on the performance of village officials is encouraged to adopt more complex research models. Using this study as a reference, future research can integrate additional supporting variables to enrich the analysis and broaden the context. This approach aims to expand the literature on the performance of village officials, providing insights from more diverse and engaging perspectives.

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