

THE DEVELOPMENT OF BUMDES (VILLAGE OWNED ENTERPRISES) SUSTAINABLE ENTREPRENEURSHIP MODEL IN INDONESIA

Ahmad Hermanto¹, Amilia Hasbullah², Imam Wibowo³, Fredrick Tiagita Putra⁴

Krisnadwipayana University, East Jakarta

¹ ahmad.hermanto@hotmail.com

* Corresponding Author

Abstract

The establishment of BUMDes at the village government level is a strategic management of the central government to improve the village economy which is expected to have an impact on national economic growth. In practice, the existence of BUMDES currently faces the stagnant condition. Entrepreneurship has become a very important world phenomenon since couple of decades which considered as a solution to socio economic development. This paper is intended to analyze how sustainable entrepreneurship can be applied to Village-Owned Enterprises in Indonesia, and is expected to be a starting point and solution for developing sustainable BUMDes operations in Indonesia.

Keywords: Sustainability; Entrepreneurship; BUMDes

INTRODUCTION

Entrepreneurship has been recognized as a mechanism for generating economic benefits. However, due to the emergence of the concept of sustainable development as an urgent issue affecting the current global system, it has been shown that entrepreneurship should not be solely based on generating wealth. This gave rise to the idea of sustainable entrepreneurship, which has become a rapidly increasing concern in the last decade (Yepez, 2019). Entrepreneurship has been considered as a solution to social inequality and environmental degradation (Muñoz and Cohen, 2018; Yepez, 2019). Entrepreneurship has become a very important world phenomenon, especially since 1990, although its extent, nature and contribution to socio-economic development differ depending on the context in which it occurs (Omri., 2020). Entrepreneurship is the totality of the entrepreneur's mind, especially the total cognitive representation which is realized in the form of a business model (Najmaei, 2013; Perkmann & Spicer, 2010, Liddle, 2019). The business model is a concept in the field of strategic management, in addition to innovation, and entrepreneurship (Chesbrough and Appleyard, 2007; IBM, 2006, 2008; Johnson, et al., 2008; Voelpel, et al, 2004; Liddle and McElwee., 2019).

Entrepreneurship and Public Sector

Public sector entrepreneurship essentially includes what some would call government entrepreneurship (Luke & Verreynne, 2006; Luke, Verreynne, & Kearins, 2010). Behaviors associated with public sector entrepreneurship or government entrepreneurship are usually oriented towards reducing costs and increasing productivity (Osborne & Gaebler, 1992). At the same time, these behaviors must be consistent with and support the core values of public administration including accountability, sustainability, equity, responsiveness, and citizen satisfaction (Kim, 2010). Public entrepreneurship can help improve the efficiency and quality of services that public sector organizations provide to citizens (Piening, 2011). But public entrepreneurship can also go beyond service improvement by incorporating new and more effective public policy designs and new services and their implementation (Bernier, 2014; Osborne & Gaebler, 1992). Several benefits accrue to public sector organizations, when they exhibit entrepreneurial behavior, including increased innovation and productivity, and provide a platform for creating additional value for society and its citizens (Luke et al., 2010). There are significant differences between public and private sector organizations that influence the emergence and appearance of entrepreneurial behavior (Ring & Perry, 1985; Carnes 2019). An example of one such difference is the desired outcome. In particular, a focus on mission rather than profitability requires different behaviors and focuses in private nonprofit organizations and the public sector (LeRoux, 2005). Another difference is the clarity of organizational goals (Klein, Mahoney, McGahan, & Pitelis, 2013; Short, Moss, & Lumpkin, 2009); unlike many private for-profit companies, social enterprises and public sector organizations seek to create social, political, economic, and/or cultural value (Miller, Grimes, McMullen, & Vogus, 2012). Indeed, the importance of goals can be a strong motivation for individuals working in the public sector (Wright, 2001).

Entrepreneurship Indicators

Entrepreneurship refers to the business mindset of a company to be successful in sensing and recognizing business opportunities and business competitive advantages consisting of four new goal dimensions: proactive risk-taking attitude, integrative new idea generation, market leadership orientation, and utilization of modern technology as follows. First, a proactive risk-taking attitude involves a managerial perspective in investing significant resources in activities with a high probability of failure, which include incurring large debts or making large resource commitments in the hope of reaping high potential benefits (Cai et al., 2015). Second, the generation of new ideas refers to the company's competence to create new operational processes, promote people for new concepts and increase knowledge, and support financial plans to create new ideas to increase business potential, effectiveness, and efficiency (Grandi and Grimaldi, 2003). 2005). Most managerial research has found a positive

relationship between the generation of new ideas and innovation, creativity, competitiveness, and outstanding business performance (Rauch, et al., 2009). Third, regarding the marketing literature, market-leadership orientation has a positive effect on the innovation and performance of companies, which contributes to understanding the changing demands and needs of their customers (DeFoggi and Buck, 2009). Market leadership orientation refers to a strong mindset to be a business precursor that prioritizes new opportunities and innovations, takes risks in challenging situations and quickly adapts business methods to changing circumstances (Tsai, Chou, and Kuo, 2008). Fourth, modern technology is the application of knowledge, skills, methods, processes and scientific work used to apply in helping the transition to achieve better work, and increase efficiency and effectiveness (Tippins and Schi, 2003).

Village Owned Enterprises (BUMDes)

The establishment of BUMDes at the village government level is a strategic management of the central government to improve the village economy which is expected to have an impact on national economic growth (LSN., 2019). The existence of BUMDes is a form of public entrepreneurship, public entrepreneurship is an important element of innovation needed in the strategic management of government bureaucracy to increase economic growth (Mierlo, 1996). Law Number 6 of 2014 concerning Villages, makes the village the main basis of development. There are three main targets that become the attention of the mandate of the law, first; improvement of human resources in the village, second; increasing people's income through economic institutions, and third; poverty alleviation. The economic institutions referred to in Law Number 6 of 2014 are Village-Owned Enterprises (BUMDes), and are regulated in Village Minister Regulation No. 4 of 2015 concerning Village-Owned Enterprises (BUMDes). BUMDes has become an important part of national development, especially economic development in rural areas. The government is trying to revitalize BUMDes, through rural industrialization as an effort to create job opportunities. BUMDes scaling-up and integration with national supply chains, partnerships with the national private sector, and opening of distribution channels, so that superior village products through BUMDes enter the national and global marketplace. The authority to the Village Government to establish BUMDes, through Village Law no. 6 of 2014, is expected to be able to realize village independence in a sustainable manner. BUMDes as a village company, needs to present cooperation with various stakeholders who have the same goal, namely encouraging the acceleration of the village economy, and improving community welfare, acting as a commercial institution to seek profit, and also providing benefits to the community (Permendes PDTT., 2014).

BUMDes Weakness Problems

In these efforts to improve, BUMDes still have many weaknesses, tens of thousands of BUMDes have not been able to operate optimally and are even suspended, BUMDes still have weaknesses in terms of organizational management and business operations, as well as the lack of utilization of village potential, resulting in obstacles to sustainability. operational. The cause of BUMDes failure and Suri's death is generally due to the fact that many BUMDes managers hold concurrent positions, not focusing on their role as BUMDes management, so the goal of establishing BUMDes has not been achieved. In addition, the implications and complexity of the problems faced by BUMDes include all aspects, such as: There is no common understanding of the right business concept for BUMDes, the village head and village officials do not understand their authority, understanding of business concepts is still low, there is no disclosure of information and business management, corrupt behavior, trauma from failure in the SME business, weak managerial skills of BUMDes management, the absence of a competency test process, and BUMDes are also not attractive to the younger generation in general.

Sustainable Entrepreneurship for BUMDes

The idea of sustainable entrepreneurship, which has become a rapidly increasing concern in the last decade (Yepez, 2019). However, in practice in the field, it must be able to provide solutions to the business world, in this case BUMDes is the current central issue for the impasse in overcoming various problems of existing weaknesses. We believe that the solution to reduce the current problems of BUMDes is to apply the concept and implementation of sustainable entrepreneurship. The idea of sustainable entrepreneurship that can be applied to BUMDes is in the form of BUMDes business activities that must be oriented to two main things, namely BUMDes business activities or entrepreneurial activities based on the potential of the local village, and BUMDes entrepreneurial activities based on the aspirations and needs of the village community. The needs of the village community that always develop in accordance with the needs and aspirations of the village community must be able to be captured by the BUMDes manager and actualized in the form of BUMDes business activities to provide sustainable services to the community, this is where a strong synergy will be built between BUMDes entrepreneurial activities and the needs of the village community. The actualization of these synergies results in sustainable entrepreneurship. The community and BUMDes in the context of this entrepreneurial synergy will not only occur in the transaction process for product and service needs, but there will also be a synergistic process in investing funds from the community to provide support to BUMDes to raise capital to initiate a business product based on needs and aspirations. Public.

Conclusion

The idea of sustainable entrepreneurship that can be applied to Village Owned Enterprises (BUMDes), is expected to be a solution to solve the current problem of BUMDes weaknesses where most BUMDes in Indonesia are in a state of inactivity or suspended animation. The concept of sustainable entrepreneurship that we propose for BUMDes is an entrepreneurial concept where BUMDes entrepreneurial activities wherever to be carried out must be based on the needs and aspirations of the village community, including the benefits that will be obtained from this process is the existence of an investment agreement from the community to finance BUMDes business activities aimed at serving the needs and aspirations of the village community.

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APPLICATION OF OPERATIONAL MANAGEMENT IN CREATIVE INDUSTRIES IN THE DIGITAL ERA

Imam Wibowo

Krisnadwipayana University, Jakarta, Indonesia

Email: wibowoimam253@gmail.com

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This industry has grown rapidly and become a major pillar in the global economy, with dynamic changes in technology and ever-growing market demand. This research aims to investigate and analyze effective operational management practices in the context of creative industries in the digital era. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of operational management that is responsive to change, supported by technology and automation systems, has a positive impact in increasing the efficiency of the creative and digital industries. Managing creativity as a key asset, together with holistic skills training, has been proven to make a significant contribution to innovation in products and services. Data analysis is becoming a valuable tool in forecasting market trends and supporting data-driven decisions for sustainable growth. Additionally, partnerships with technology companies and educational institutions open new opportunities for collaboration, access additional resources, and stimulate innovation. Thus, the research results confirm that a holistic approach to operational management, which combines creative and operational aspects, plays a key role in creating an environment that supports sustainable growth and excellence in creative and digital industries.

Keywords: Operational Management, Creative Industry, Technology, Responsiveness, Creativity

1. INTRODUCTION

The creative industry is an economic sector that focuses on the production and distribution of goods and services that bases added value on imagination, creativity and expertise (Mulyana & Sutapa, 2014). In this realm, there is a combination of cultural elements, intellectual assets and innovation which become the foundation for the creation of products and services with high commercial value (Hardiyanti, 2020). Creative industry players do not only rely on technology and practical expertise, but also combine them with artistic and intellectual elements to produce products that are unique, innovative and rely heavily on creative expression (Musta'in et al, 2022).

The creative industry involves various sectors, such as fine arts, design, film, music, advertising, and others, all of which encourage the creation of added value through the expression of art and creativity (Aysa, 2020). The success of this industry is also closely related to adaptation to technological developments and dynamic market trends, thereby creating an atmosphere that supports sustainable growth (Setiawan, 2020). By combining cultural and technological elements, the creative industry not only provides an economic impact through job creation and business growth, but also contributes significantly to the development and spread of cultural wealth and innovation at the global level (Purnomo, 2016).

The creative industry is a realm that involves various fields of creative activity, including arts and culture, design, film, music, television and radio, publishing, advertising, video games, architecture, fashion, handicrafts, culinary, and a number of other fields (Nurjanah, 2013). This diversity reflects the complexity and plurality of an industry that not only relies on technology, but also appreciates and utilizes creative expression in its various forms. In each field, the creative industry is involved in a whole series of activities, from ideation and design, to production, distribution and marketing of works of art, design and other creative products (Hendrawan, 2022).

By linking creativity with economic activity, this industry creates an ecosystem where innovative and artistic ideas can develop into products and services that have market appeal (Sidauruk, 2018). Moreover, the adoption of technology in the creative industry provides new opportunities, both in the production process and the way creative products are presented to consumers. While appreciating cultural and artistic diversity, creative industries also play a key role in

driving economic growth, job creation and the development of a more dynamic society (Hisnul et al, 2022).

Culture and creativity have a central role in the formation of economic value, which is realized through the creative industry. More than just creating jobs and contributing to economic growth, this industry plays an important role in shaping the cultural identity of a society (Lukman et al, 2022). Products and works of art produced by creative industries not only reflect the uniqueness and diversity of cultural heritage, but also become a form of expression that forms and maintains collective identity. In addition, the creative industry encourages innovation by combining creative and technological elements (Fadhil, 2020). Creativity becomes a catalyst for positive change, sparks new ideas, and stimulates development in various fields. This innovation not only affects the industry itself, but also spills over into other sectors, creating a wave of positive effects in the economy as a whole (Irianto, 2015).

Not only as a generator of economic value, the creative industry also enriches the human experience through the products and works produced. Works of art, design, music, film and other forms of creative expression become a means of understanding and celebrating cultural diversity (Pahlevi et al, 2018). Therefore, through interaction with these products, people can more deeply understand the cultural values inherent in themselves and in society at large, creating a strong bond between individuals and their cultural identity. The creative industry is not only an economic engine, but also the main pillar in the formation and preservation of cultural diversity and the enrichment of human experience (Herfanda, 2013)

Operational management is a critical element in supporting this dynamic creative industry ecosystem (Farizqi, 2018). The involvement of effective operational management can ensure that the creative, production, distribution and marketing processes can run efficiently and are responsive to market changes and technological developments. In the context of the creative industry, operational management does not only focus on logistical aspects and operational efficiency, but must also understand creative dynamics, cultural diversity and changing trends that can influence the production process (Suesenohaji et al, 2022).

Good operational management in the creative industry involves managing talented human resources, adequate production facilities, and technology that supports the creative process (Julyanthry et al, 2020). As part of management strategy, adaptation to change and the ability to apply innovation in operational processes are key to maintaining the competitiveness and relevance of creative industries in a rapidly changing global market (Ellitan, 2002). Alignment between creativity, cultural values and efficient operational management can create a strong foundation for sustainable growth, delivering products and services that not only reflect cultural heritage, but also meet contemporary market demands (Nasution & Aslami, 2022).

This research aims to investigate and analyze effective operational management practices in the creative and digital industries. The aim is to understand how operational management can be optimized to support sustainable growth and innovation in a digital and creativity-focused industry. The benefits include providing practical guidance for stakeholders, business owners and industry practitioners to improve their operational efficiency, address the creative industries' unique challenges and promote sustainable growth. It is hoped that the results of this research can be a significant contribution in developing operational management concepts and applications that are oriented towards diversity and innovation in the context of creative and digital industries.

2. METHOD

This research uses a qualitative approach to analyze socio-political phenomena in society. The reason for choosing this method is to achieve a deeper understanding of the relationship between variables, as explained by Sugiyono (2011). Qualitative methods are often chosen to describe events chronologically, explain complex relationships between variables, and investigate meanings or values that emerge in society. The decision to use this method allows researchers to explore and collect information from informants according to their own views. By giving respondents the opportunity to

share their thoughts, this research ensures that the responses given are comprehensive and accurate according to the language and views of the informants (Yulianah, 2022).

3. RESULTS AND DISCUSSION

The creative economy is not only limited to the creative industry, but also embraces other economic sectors that involve creative elements. This includes financial services dedicated to supporting the creative industries, creative infrastructure such as recording studios, performance halls and art galleries, as well as creative education and training. As the creative industry grows, so does the need for support services that facilitate and enhance the creative ecosystem as a whole. Creative financial services help provide financial support to those in the industry, while creative infrastructure creates an environment that supports artistic production and expression.

The creative industry as an integral part of the creative economy is the main engine that drives economic growth in a country or region. By creating jobs, generating income, and making a significant contribution to economic growth, the creative industry is at the center of attention in sustainable economic development efforts. In addition, the role of the creative industry is not only limited to the economic dimension; they also help enrich culture by contributing works of art and creativity, encouraging innovation through unique approaches, and enhancing the image and attractiveness of a region.

The close relationship between the creative economy and creative industries reflects the great potential for intellectual assets, creativity and expertise to make significant contributions to other economic sectors. The integration of these creative elements is not only limited to the boundaries of the creative industry itself, but can also spread to other sectors with beneficial impacts. For example, implementing innovative designs not only enriches products in the manufacturing industry, but also increases a country's global competitiveness in international markets. The use of digital technology in the tourism sector creates more interesting and interactive experiences for tourists, increasing the attractiveness of tourist destinations. In addition, incorporating arts and culture into marketing strategies can give products or services a unique identity, create added value and increase consumer appeal.

Optimizing operational management in industries that focus on creativity and digital can be realized through several key strategies:

Technology and Automation

The application of technology and automation systems in operational processes is an important key to increasing efficiency in various industries, including in the context of the creative industry. The use of project management software allows for more effective planning, timely scheduling, and optimal resource management. Additionally, online collaboration systems facilitate faster and more transparent communication between team members, especially if the team is geographically distributed. This enhanced collaboration speeds up the exchange of ideas, minimizes communication errors, and encourages synergy between team members.

Furthermore, automation of routine tasks can provide significant benefits in improving operational efficiency. By automating work that is repetitive and requires less human creativity, teams can focus on tasks that are more oriented towards innovation and concept development. This not only increases productivity, but also provides space for the exploration of new ideas and more creative approaches to carrying out more complex tasks. Time and resource savings resulting from automation can be reallocated to research and development efforts, strengthening the foundations of innovation within the creative industries.

Flexibility and Responsiveness

Operational management that is responsive to market changes and consumer needs plays a key role in maintaining industrial continuity. This responsiveness involves a deep understanding of market dynamics and the ability to adjust operations quickly and efficiently. In the ever-changing creative industry environment, where consumer trends and preferences can change rapidly, operational management's ability to detect these changes and respond to them can be a determining factor for success.

Operational model flexibility is the main basis for dealing with market uncertainty and complexity. By having a system that is able to adapt to changing trends and consumer needs, companies can minimize the risk of irrelevance and loss of market share. This flexibility can include adaptive supply chain settings, modular production strategies, and the ability to quickly change marketing focus. Thus, flexible operations not only help maintain competitiveness, but also enable companies to be leaders in responding to trends and creating new market needs.

Creativity Management

Understanding and managing creativity as a key asset in operations is a key step in achieving excellence in the creative and digital industries. Viewing creativity as a central element in operational processes not only includes respect for innovative ideas, but also involves a deep understanding of creative dynamics and how to manage them effectively. Encouraging creative collaboration among team members is a strategic step. By involving various perspectives and talents, collaboration creates a more creative field of thinking and enriches the resulting solutions. Providing space for experimentation and new ideas is also an important part of exploring creative potential. When teams are given the freedom to test innovative ideas and create with controlled risk, they can find extraordinary solutions and push conventional boundaries.

Furthermore, creating an environment that supports innovation plays an important role in ensuring that creativity can flourish. This involves establishing an organizational culture that encourages appreciation for new ideas, allows failure as part of the learning process, and provides incentives for creative exploration. Ensuring that the team feels supported and appreciated can stimulate courage in expression and celebrate innovative success. Thus, managing creativity is not only the responsibility of the creative team but also a priority for operational management to create a foundation that produces added value and competitive advantage in a dynamic and innovative industry.

Skills Development

Training and skills development is a crucial step in increasing team capabilities, especially in the context of the ever-changing creative and digital industries. Skills development covers both creative and operational aspects, ensuring that each team member has the capabilities necessary to understand and respond to dynamic market needs. In terms of creative aspects, training can focus on developing skills such as design, innovation and creative problem solving. This creates the foundation for the team to create products and services that not only match the latest trends, but also lead innovation in the industry.

On the operational side, technical and managerial skills training is key in facing digital challenges and industrial change. Team members need to understand and master the latest technology, including software and platforms that support efficient operations. Managerial training is also important to ensure that teams can utilize resources optimally, manage projects effectively, and run daily operations efficiently. Leveraging these skills gives the team a stronger competitive edge in a rapidly changing market and helps build a solid foundation for continued growth.

Data Analysis and Data-Based Decisions

Using data analysis has become one of the key elements in achieving competitive advantage in various industries, including in the creative and digital industries. Data analysis can provide deep insight into market trends, allowing companies to identify opportunities and threats that may arise in the business environment. By understanding consumer behavior through data, companies can adapt their marketing strategies and products according to market preferences and needs. Operational performance analysis also provides important information to increase efficiency and effectiveness in carrying out daily operations. By understanding performance trends through data, companies can identify areas where optimization can be made, and create solutions that are supported by empirical evidence.

Data-driven decisions open up opportunities to optimize operational processes and support sustainable growth strategies. Data analysis not only provides an overview of the current state of affairs, but also helps in forecasting future developments. Companies can identify long-term performance patterns and market trends through historical data, enabling them to make smarter and

more informed decisions. Apart from that, data can also provide confirmation or proof of strategic assumptions, reduce risk and increase accuracy in designing and implementing company policies. As such, data analysis is becoming an invaluable tool for companies in the creative and digital industries, playing a critical role in guiding decisions and operational steps to achieve success and sustainable growth.

Strategic Partnership

Building strategic partnerships with leading technology companies, educational institutions and other stakeholders has become a crucial step in spurring innovation and growth in the creative and digital industries. Partnerships with leading technology companies enable knowledge exchange and access to the latest technologies, opening up opportunities to integrate innovative solutions in operations. Additional resources from technology partners can support the development of new products, services, or platforms that meet market demands and can make a significant impact in the face of intense industry competition.

In addition, partnerships with educational institutions can be a bridge to access young talent and fresh thinking. Collaborations with educational institutions can create internship programs, specialized training or collaborative projects that allow companies to gain direct access to the latest research and talented young talent. In the context of the creative industries, such partnerships can also form valuable networks for artistic collaborations and creative projects that produce unique products or works of art. The importance of partnerships with other stakeholders, such as government or community groups, cannot be ignored. Such partnerships can provide necessary regulatory support, help create a business climate conducive to innovation, and support corporate social responsibility. By building a strong network of partnerships, companies in the creative and digital industries can achieve further progress, expand their influence, and have a greater impact in the business ecosystem and society as a whole.

4. CONCLUSION

In the creative and digital industries, intelligent and adaptive operational management is the key to achieving sustainable growth and competitive advantage. The application of technology and automation systems can increase operational efficiency, while responsiveness to market changes and consumer needs ensures competitiveness. Managing creativity as a key asset and investing in creative and operational skills training supports the creation of innovative products and services. In addition, data analysis is a strategic basis for optimizing operational processes and designing data-based decisions that support growth. Building strategic partnerships with technology companies, educational institutions, and other stakeholders opens up opportunities for innovation and access to additional resources. Thus, the integration of these elements creates an environment that allows creative and digital industries to adapt to change, maintain competitiveness and continue to develop. Alignment between creativity and efficient operational management is the key to achieving sustainable growth, making a significant contribution to an innovative global economy, and enriching the human experience through continuously evolving creative products and services.

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**The Effect of Competence and Work Environment on Organizational Performance
through Work Motivation as a Mediation Variable in Jatisampurna District, Bekasi
City**

¹Muhammad Faisal ; ²Imam Wibowo
Universitas Krisnadwipayana

¹Email : mfaisal17432@gmail.com

²Email : wibowoimam253@gmail.com

ABSTRACT

This study uses a quantitative approach with the method of path analysis. The population in this study were all civil servants in Jatisampurna District, Bekasi City. There were as many as 68 employees with a non-probability sampling method, using a qualitative data collection stage (questionnaire) to become quantitative data values on a semantic differential scale. The results of the study are as follows, 1). The results of research on the effect of competence on work motivation have negative and significant results. 2). The results of the research on the influence of the work environment on work motivation have a positive and significant effect. 3). The results of competency research on organizational performance are positive and significant. 4). The results of the work environment research on organizational performance are negative and significant. 5). The results of the research on work motivation on organizational performance are positive and significant. 6) The results of the research on competence and the environment on work motivation are positive and significant. 7). The results of the research on competence and work environment on organizational performance are positive and significant. 8). The results of the research on the effect of competence on organizational performance through work motivation are positive and significant. 9). The results of research on the effect of the work environment on organizational performance through work motivation are positive and significant.

Keywords: Competence, Work Environment, Organizational Performance, Work Motivation.

I. INTRODUCTION

Organizational performance is a measuring tool to assess and evaluate the success or failure of organizational goals. Performance is defined as a description of the level and results of the achievement of a process of implementing both activities, programs and policies in

order to realize the things that have been stated in the formulation of the organization's strategic scheme, namely; goals, objectives, vision and mission to build a good organization (Bastian, 2001). Factors that encourage increased organizational performance by increasing competence;

According to Robbins Stephen (2007:38) competence is the ability (ability) or a person's capacity to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability. In terms of the needs of an organization, the ability of employees to create optimal work results is needed.

The work environment in an organization is very important to pay attention to as aspects of the work environment directly affect the level of employee productivity. According to Sedarmayati (2011:2), the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both individually and as a group.

Furthermore, to encourage employee performance and productivity and morale in the company's organization or agency so that it is optimal, it is necessary to encourage optimal work motivation. Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives.

The phenomenon of the work environment in Jatisampurna District is currently not fully as expected by employees in carrying out their work, such as the current condition of the workspace, especially for functional office rooms that are not conducive, where there are

many other employees passing by and the lack of workplace boundary dividers, or work space layout so that the impact on the work results are not maximal. In general, employees want a pleasant, safe and well-lit workplace, have fresh air while do not have too long working hours.

Providing a comfortable and pleasant workplace will create a homey feeling for employees thereby increasing the harmony of the work environment, namely the establishment of good relations between employees and superiors and good relations between fellow employees so that they can complete their duties and improve employee performance. From the description above, it becomes a reason for the author to examine the extent to which "The Influence of Competence and Work Environment on Organizational Performance through Work Motivation as a Mediation Variable in Jatisampurna District, Bekasi City"

II.METHOD

The type of research used in this research is explanatory research. According to Singarimbun & Effendi (2011), explanatory research is research that explains the causal relationship between research variables through hypothesis testing.

This study uses a quantitative approach with the method of path analysis. The population in this study were all civil servants in Jatisampurna District, Bekasi City. There were as many as 68 employees with non-probability sampling method. In writing this data analysis method, the qualitative data collection stage (questionnaire) is converted into quantitative data values on a semantic differential scale.

II. DISCUSSION

1. The influence of competence on organizational performance.

The effect of the independent variable X1 (competence) on Y (Organizational Performance) of 0.837 shows that the competency variable has a positive and significant effect on organizational performance. Thus, the results of this study prove that there is a partial causality relationship between competency variables on organizational performance in Jatisampurna sub-district, Bekasi City.

2. The influence of the work environment on organizational performance.

The effect of the independent variable X2 (work environment) on Y (Organizational Performance) of -0.777 shows that the work environment variable has a negative effect on organizational performance. Thus, the results of this study partially prove that there is a negative relationship between work environment variables and organizational performance in Jatisampurna sub-district, Bekasi City.

3. The effect of work motivation on organizational performance.

The partial effect of the X3 variable (work motivation) on Y (Organizational Performance) of 0.844 shows that the work motivation variable partially has a positive and significant effect on organizational performance. Thus, the results of this study partially prove that there is a positive relationship between work motivation variables on organizational performance in Jatisampurna sub-district, Bekasi City.

4. The influence of competence on work motivation.

The partial effect of the X1 (competence) variable on the X3 (work motivation) variable is -0.680, indicating that the competency variable has a negative influence on work motivation. Thus, the results of this study partially

prove that there is a negative relationship between the competence variable and work motivation in Jatisampurna sub-district, Bekasi City.

5. The influence of the work environment on work motivation.

The partial effect of the X2 variable (work environment) on the X3 variable (work motivation) of 1.334 shows that the work environment variable has a positive and significant effect on work motivation. Thus, the results of this study prove that there is a partial causality relationship between work environment variables and organizational performance in Jatisampurna sub-district, Bekasi City.

6. The influence of competence on organizational performance through work motivation.

The indirect effect of competence on organizational performance through work motivation is $0.837 \times 0.844 = 0.706$. The value of the coefficient of indirect influence, which is 0.706, is positive but smaller than the direct influence of competence on organizational performance, which is 0.837. Thus, the results of this study prove that there is an indirect relationship between work motivation variables mediating competence variables on organizational performance.

7. The influence of the work environment on organizational performance through work motivation.

The indirect effect of the work environment on organizational performance through work motivation of $-0.777 \times 0.844 = 0.655$ is positive. The value of the indirect influence coefficient is 0.655, which is greater than the direct effect of the work environment on organizational performance, which is -0.777. So it can be concluded that work motivation mediates work environment variables on organizational performance.

8. The influence of competence on organizational performance through work motivation

Based on the research results, the total effect of the sum of (Direct Effect or DE) and (Indirect Effect or IE). The influence between the variables X1 (competence) and Y (organizational performance) with the effect of X1 (competence) on Y (organizational performance) through the mediating variable X3 (work motivation) from path analysis as follows: $DE Y = y_{x1} + IE y_{x1x3} = (0,837 + 0.706) = 1.543$. It has positive and significant value.

9. The effect of work environment on organizational performance through work motivation

Based on the results of the study, the influence between variables X2 (work environment) and Y (organizational performance) with the effect of X2 (work environment) on Y (organizational performance) through the mediating variable X3 (work motivation) from path analysis as follows: $DE Y = y_{x2} + IE y_{x2x3} = (-0.777 + 0.655) = -0.122$ is negative and significant.

III. Conclusion

Based on the results of research on the effect of competence and work environment on organizational performance through work motivation, it can be concluded:

1. The influence of competence on work motivation

That the results of the research on the influence of competence on work motivation have negative and significant results due to the low value of the knowledge indicator that employees have, in the statement items employees can complete work quickly and always

innovate, thus competence has a negative effect on work motivation in Jatisampurna District, Bekasi City.

2. The influence of work environment on work motivation

That the results of the research on the influence of the work environment on work motivation have a positive and significant effect on the formation of the work environment in this study by indicators of the availability of work facilities, namely the statement item at the workplace, the availability of office facilities that make it easier for employees to work, thus the work environment is able to influence and encourage work motivation at work. In Jatisampurna District, Bekasi City.

3 The effect of competence on organizational performance

That the results of the competency research on organizational performance have positive and significant values which are strengthened by attitude indicators, namely in the statement of employee attitudes in working always complying with applicable rules and norms and employees always being responsive and diligent in carrying out the work given by the leaders, competence is able to influence and encourage organizational performance in Jatisampurna District, Bekasi City.

4. Influence of work environment on organizational performance

That the results of the work environment research on organizational performance are negative and significant due to the low value of the lighting indicator in the work environment, thus the work environment has a negative effect on Jatisampurna District, Bekasi City.

5. The effect of work motivation on organizational performance

That the results of the research on work motivation on organizational performance are positive and significantly strengthened by indicators of work motivation, namely the need for

security, thus work motivation is able to affect organizational performance in Jatisampurna District, Bekasi City.

6. The influence of competence and work environment on work motivation

That the results of the research on competence and the environment on work motivation are positive and significant, supported by indicators of competence with skills and work environment on employee relations with colleagues so that competence and work environment can increase values and affect employee work motivation in Jatisampurna District, Bekasi City.

7. The influence of competence and work environment on organizational performance

Whereas the results of the research on competence and work environment on organizational performance are positive and significant. In this study there are indicators that contribute to organizational performance, namely knowledge and job security that are able to improve and influence organizational performance in Jatisampurna District, Bekasi City.

8. The influence of competence on organizational performance through work motivation

That the results of the research on the effect of competence on organizational performance through work motivation is positive and significant. In this study there are indicators that contribute, namely competence in the form of skills and work motivation as intervening variables in the form of rewards that can improve and affect organizational performance in Jatisampurna District, Bekasi City.

9. The effect of work environment on organizational performance through work motivation

That the results of the research on the influence of the work environment on organizational performance through work motivation are positive and significant. In this study there are indicators that contribute, namely the work environment in the form of employee relations with superiors and work motivation as an intervening variable in the form of love needs and a sense of belonging that can improve and affect performance of the employees of Jatisampurna Subdistrict, Bekasi City.

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The Effect of Organizational Culture and Transformational Leadership On Organizational Performance Through Employee Motivation as A Mediation Variable at Mercubuana University

Didik Surya Kahfi¹, Imam Wibowo², Djoko Setyo Widodo³

^{1,2,3} Univeristas Krisnadwipayana Jakarta
Indonesia

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ABSTRACT

This study aims to determine the effect of organizational culture on organizational performance, the influence of transformational leadership on organizational performance, the influence of employee motivation on organizational performance, the influence of organizational culture on employee motivation, the influence of transformational leadership on employee motivation, knowing the influence of organizational culture on organizational performance through motivational variables. and knowing the effect of transformational leadership on organizational performance through motivational variables.

This research was conducted at Mercubuana University involving 98 employees of the agency. Data analysis used path analysis by testing with a t-test. Data analysis using PLS (Partial Least Square) software.

Based on the data analysis, the results obtained that the organizational culture variable has a significant effect on the performance of Mercubuana University partially. Transformational leadership has a significant effect on organizational performance partially. Motivation partially affects the organizational performance of Mercubuana University. Organizational culture also partially affects the motivation of Mercubuana University. Transformational leadership also partially affects the motivation of Mercubuana University. The influence of culture and transformational leadership affects organizational performance through motivational variables. Motivation is not a moderating variable.

Keywords: organizational culture, transformational leadership, employee motivation, organizational performance

Introduction

Performance is very important for institutions as a measure of institutional success and can also be used as an evaluation to set targets in the form of goals. Performance comes from the notion of performance, namely as a result of work or work performance. Performance is about doing work and the results achieved from the work "According to (Wibowo; (2008:7). In addition, "performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy" (Amstrong and Baron (2008:7). The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals.

Performance can be known only if the individual or group of individuals has predetermined success criteria. This success criterion is in the form of certain goals or targets to be achieved (Mahsun; (2006:25) As "Organizational performance is "the totality of the work achieved by an organization, the achievement of organizational goals means that, the performance of an organization can be seen from the level of the extent to which the organization can achieve goals that are based on predetermined goals" (Surjadi, 2009:7).

Another opinion about "Organizational performance is "something that has been achieved by the organization within a certain period, both related to inputs, outputs, outcomes, benefits, and impacts. (Sobandi, 2006:176). Furthermore, the notion of

organizational performance is "the level that shows how far the implementation of tasks can be carried out in actual and the organization's mission is achieved" (Steers, 2003: 67). Basically, performance is divided into two aspects, namely employee performance, and organizational performance. "Employee performance is the result of individual work in an organization. Organizational performance is the result of work achieved by an organization. "Employee performance and organizational performance are interrelated; this is because the work that has been achieved by an organization cannot be separated from the performance of employees in the organization. According to Pasolong (2011:175). It can be said that organizational performance is the extent to which an organization can achieve the goals that have been set and the extent to which the actual implementation of tasks can be carried out and the organization's mission can be achieved properly. The factors that affect performance within the scope of the organization are indicators used to assess organizational performance, which consists of the following factors: a. Tangibles or physical appearance means the physical appearance of buildings, equipment, employees, and other facilities owned by providers. b. Reliability is the ability to carry out the promised service accurately. c. Responsiveness is the willingness to help customers and provide services sincerely. d. Assurance is the knowledge and courtesy of workers and their ability to give trust to customers. e. Empathy is treatment or personal attention given by providers to customers. Zeithaml,



Parasuraman, and Berry (2005:175). The opinion of Zeithaml (2005:175) explains the factors that can affect organizational performance in achieving the implementation of tasks performed by an organization or agency. Improving performance in an organization is a goal or target to be achieved by the organization in maximizing an activity that has been set previously.

The author chooses to use the theory of performance measurement proposed by Zeithaml, Parasuraman, and Berry because it is deemed appropriate, more precise, and more capable of measuring the organizational performance of Mercubuana University, Kranggan Campus, namely Tangibel (physical goodness), Reliability (ability to provide services), Responsiveness to help customers), Assurance, (Certainty/politeness of workers) Empathy (personal attention). Research conducted by Mohamad (2018) shows that every individual in the organization has a different culture and first tries to modify it according to standards and 4 organizational values. Adopting a positive development culture is easier to achieve when everyone is on the same path in the organization. In this study, a strong organizational culture is seen as very useful for new employees to adopt the organizational culture and gain a competitive advantage under certain circumstances. The organization is useful for staff to do their job efficiently and effectively. Meanwhile, further research was conducted by Sarminah, Abdullah, and Ahmed (2014) This study found that organizational culture is related to organizational performance and shows a significant impact on organizational performance. It was found that engagement emerged as the most important aspect of organizational culture influencing organizational performance. Ahmed & Saima Shafiq (2014) say that all dimensions of culture affect different organizational performance perspectives.

Dahie (2015) found that organizational performance (dependent variable) has a significant positive effect with two independent variables, namely, work environment, and facilitation. Also, the results of the regression analysis found that the two constructs had a statistically significant, positive, and direct effect on organizational performance. Hussain Aunjum, Abbas, Sajid (2017) regarding Transformational Leadership the results state that Transformational Leadership has a positive impact on Employee Motivation which proves that Transformational Leadership has 5 significant, positive and strong influences on employotivation in the Pakistani Banking sector Rashmi Rawat (2015) the results show transformational leadership on employee motivation and motivation researchers found that there is a significant relationship between transformational leadership and employee morale & motivation. The results of research conducted by (Ovidiu-Iliuta Dobre;2013) these results show that if employee empowerment and recognition increase, their motivation to work will also increase, as well as their achievements and organizational performance. However, employee dissatisfaction caused by monotonous work and pressure from clients can weaken organizational performance.

Therefore, the level of employee absenteeism can increase and employees may leave the organization. Further research by Hakiki (2016) Based on the results of the study also obtained a product-moment correlation coefficient of 0.964,

meaning that there is a very strong influence between Organizational Culture on Work Motivation. Based on the coefficient of determination (R^2) of 92.93%, this means 92.93%. Research conducted by Sam (2015). The most dominant influence is organizational culture while the lowest influence is transformational leadership. All research variables have a simultaneous effect on the performance of KJKS BMT TAMZIS employees in Bandung where the magnitude of the simultaneous influence is 78% 6 while the rest is influenced by other factors not included in this study. Thus, the institution, in this case, KJKS BMT TAMZIS Bandung, needs to increase the role of a strong organizational culture so that it can improve the performance of its employees.

The conclusion is in my opinion from previous researchers that organizational culture is very influential on organizational performance. In addition, transformational leadership is also very influential on organizational performance, namely the factor. If employee empowerment and recognition increase, their motivation to work will also increase, as well as their achievements and organizational performance. However, employee dissatisfaction caused by monotonous work and pressure from clients can weaken organizational performance.

Therefore, the level of employee absenteeism can increase and employees may leave the Mercubuana University organization as one of the private universities in the service sector. no. Attention to these four indicators is hoped that service institutions engaged in education will continue to survive and grow.

Mercubuana University as a business entity engaged in the service sector, especially education is required to be able to carry out academic activities for long-term competition. The vision of Mercubuana University is to become a superior and leading university in Indonesia to produce professionals who meet the needs of industry and society in the global competition in 2024 by offering a promise in the form of guarantees of proper education for students and lecturers. This main task is to provide academic administrative services to educational institutions, namely: faculties, departments, study programs, students, lecturers, and other users who need services in the field of academic administration.

To improve the quality of education services at universities, the University of Mercubuana Kranggan campus is required to be able to improve its performance by improving the services provided to users (users). satisfy the expected or implied needs (Ministry of National Education, 2002). In terms of quality, it means the degree (level of excellence of a product (the result of work/effort) both in the form of goods and services, both tangible or intangible. Tangible quality means that it can be observed and seen in the form of the quality of an object or the form of activities and behavior. "Organizational culture is the norms, beliefs, attitudes, and philosophies of an organization.

Culture is a unique system of values, beliefs, and norms shared by members of an organization. Culture is also an important cause for the effectiveness of the organization itself. According to G Graham in Siswadi (2012). Transformational leadership also affects organizational performance. Transformational leadership is a leader who has the power to

influence subordinates in certain ways. Employees feel trust, admiration, loyalty, and respect for their superiors so that subordinates are motivated to do more than what is usually done and expected.

Transformational leadership in principle motivates employees to do better than what is usually done, in other words, it can increase the confidence or self-confidence of subordinates which will affect work improvement. Bass (2001). In this case, it is still felt that less is being done at the Mercubuana University, Kranggan campus because of the lack of leaders to check that their subordinates are in their respective units so that what is expected is not in line with the expectations of the organization.

In addition, the motivation given to subordinates is not enough to motivate employees to work even more enthusiastically which results in a decrease in organizational performance, for example, by increasing the position from contract employee status to being an employee, the opportunity takes a long time, eliminating employee incentives is very influential in employee organizational performance. who work optimally and according to what is expected by the institution. "Motivation is a factor that greatly determines performance because motivation is a process that directs how much effort is devoted to carrying out the work" (Griffin 2002. So basically if the institution wants to achieve optimal performance by the targets that have been determined, the institution must motivate employees, so that employees are willing and willing to devote their energy and thoughts for the sake of work.

The problem of motivating employees is not easy because employees have different wants, needs, and expectations from one employee to another. So if management can understand motivational issues and overcome them, the institution will get optimal employee performance by the specified standards (Buhler 2004). The explanation above underlines that organizational performance is important in an organization that supports optimal work results. Organizational culture and leadership are expected to improve organizational performance so that it can motivate its employees which in turn will improve the performance of the organization itself and achieve the goals of the leadership and the organization.

Literature Review

Organizational Culture

Drucker quoted by Tika (2010) the organizational culture is the body of solutions to external and internal problems, that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about, and feel about those problems" (organizational culture is the subject of solving external and internal problems that are carried out consistently by a group which then bequeaths it to new members as the right way to understand, think, and feel about related problems.).

Meanwhile, Gibson, quoted by Wibowo (2016), defines organizational culture as what employees feel and how this perception creates patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2005) cited Sembiring (2012) organizational culture is a set or assumption or system of beliefs, values, and norms developed in an organization that is used as a

behavioral guide for its members to overcome problems of external adaptation and Internal integration, Armstrong (2005) cited by Chatab (2007) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but the shape and determine the way people behave and solve problems something"

Robbins (2000) further argues that organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers. According to Robbins (2000), a strong organizational culture is a culture where the core values of the organization are held intensively and widely shared by members of the organization.

Transformational Leadership

Transformational Leadership Style "explains that transformational leadership is a situation in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to place more importance on the organization or team than self-interest, and activating their needs at a higher level.

From the opinion above, it can be concluded that transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to achieve its goals. Transformational leaders must also have the ability to match the vision of the future with their subordinates and heighten the needs of subordinates at a higher level than what they need. The interaction that arises between the leader and his subordinates is characterized by the influence of the leader to change the behavior of his subordinates into someone who feels capable and highly motivated and strives to achieve high and quality work performance.

Leaders influence followers so that organizational goals will be achieved. "Transformational leadership as a pattern of leadership that can motivate employees by bringing to the ideals and high values to achieve the vision and mission of the organization which is the basis for forming trust in the leadership" Tucker and Lewis (2004:78). This leadership style focuses on tangible qualities such as vision, shared values and ideas to build rapport, give greater meaning to each activity, and provide a common foundation for the change process

Motivation

Motivation is an impulse or turmoil that arises from within humans to fulfill their various needs by their respective desires (Afin Murtie, 2012: 63). In his book Robbins (2008) suggests motivation as a process that explains the intensity, direction, and persistence. an individual to achieve his goals.

According to Kadarisma (2012), "Work motivation is the driving force or impetus in a person to want to behave and work diligently and well by the duties and obligations that have been given to him". According to Hasibuan (2012), motivation is a condition that moves 69 employees to be able to achieve the goals of their motives (Mangkunegara, 2007). "The notion of motivation in everyday life is defined as the whole process of

giving encouragement or stimulation to employees so that they are willing to work willingly without being forced" According to Saydam (2000) in Kadarisma (2012) From the description above, it can be stated that motivation is an activity or a way to encourage turmoil in humans to want to behave, work optimally to meet predetermined needs or goals.

Organizational Performance

Organizational Performance is a word in Indonesian from the root word "work" which translates the word from a foreign language, namely achievement. It can also mean work. The concept of performance (Performance) can be defined as the level of achievement of results. Performance can also be said as a result (output) of a certain process carried out by all components of the organization against certain sources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain goals in an organization. For an organization, performance is the result of cooperative activities among members or organizational components to realize organizational goals. Performance is a product of administrative activities, namely cooperative activities to achieve goals whose management is commonly referred to as management.

While the organization is a group of people (two or more) who are formally united in collaboration to achieve the goals that have been set. So organizational performance is the work obtained within an organization in achieving the goals that have been set. According Keban, "states that performance (performance) in the organization is defined as the level of achievement of the results of "the degree of accomplishment" or performance is the level of achievement of organizational goals on an ongoing basis (Keban, 2003).

According to Steers, the notion of organizational performance is the level that shows how far the actual

implementation of tasks can be carried out and the organization's mission is achieved (Steers, 2003:67). From the above definition, it can be understood that organizational performance is how far the level of ability to carry out organizational tasks to achieve goals under the capabilities and programs/policies/vision and missions that have been previously determined. Understanding Performance in the organization is the answer to the success or failure of the organizational goals that have been set. The agencies often do not pay attention to the performance of the agency or organization unless the performance is already very bad.

The performance of an organization can be seen from the degree to which the organization can achieve its goals based on the vision and mission that have been set previously. For this reason, some information about organizational performance is needed. This information can be used to evaluate the work processes carried out by the organization so far, whether they are in line with the expected goals or not. Many organizations do not have information about performance within their organizations.

Research Methods

Time and Location of Research

The research will be conducted in October-December 2020 by taking the location at Mercubuana University.

Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed by testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of a path analysis diagram as follows: The research conceptual framework can be explained as follows:

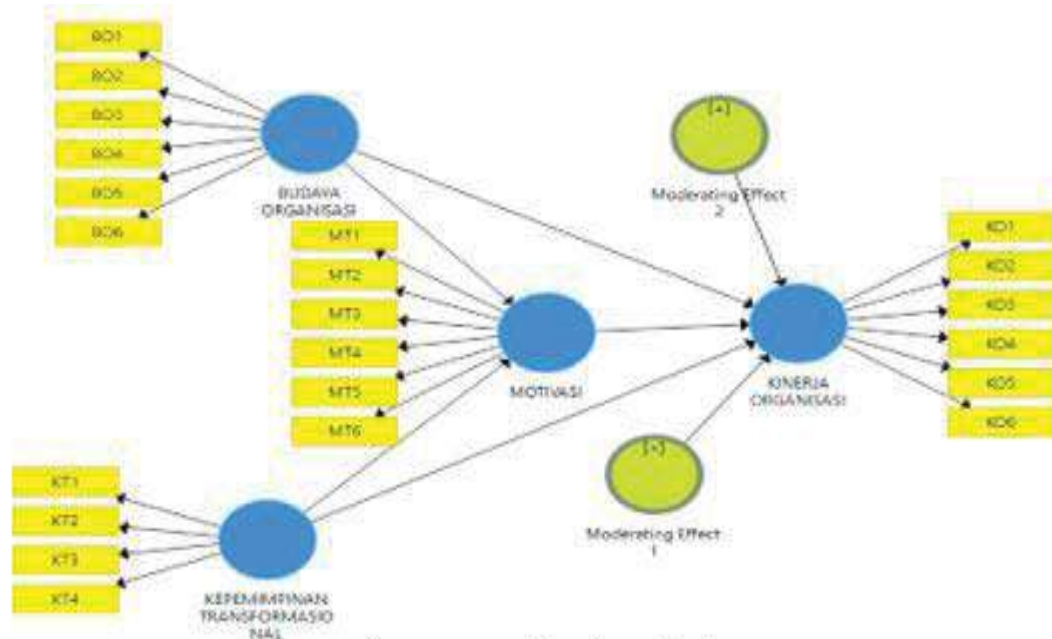


Figure 1. Overall Path Analysis

Population and Sample

The population in this study is employees who work at the Mercubuana University office. While the sample used

includes 98 members at Mercubuana University. This sampling uses the saturated sample method because it uses all members of the agency.

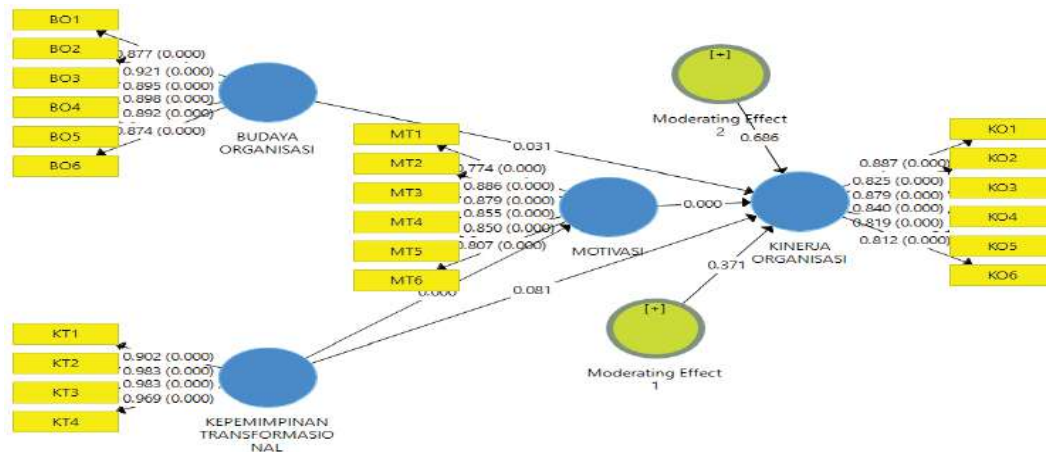


Figure 2: Population and Employee Path Analyses

Research Result

1. Partial influence of organizational culture on the organizational performance of Mercubuana University

In the table below, the influence of organizational culture on organizational performance has a t value of 3.6345. The p-

value is 0.0003. This shows that the organizational culture variable has a significant effect on the performance of Mercubuana University partially.

Table 1. P value path analysis

Effect	T - statistic	P-value
Culture-> performance	2,158	0,031
Culture->motivation	12,308	0,000
Motivation->performance	4,931	0,000
Leadership -> performance	1,966	0,050
leadership->motivation	4,007	0,000

2. The effect of transformational leadership on the organizational performance of Mercubuana University partially

In the table above, the effect of transformational leadership on organizational performance partially has a t statistic of 1.966 and a p-value of 0.05. The p-value is smaller than 0.05. This shows that transformational leadership has a significant effect on organizational performance partially.

3. Partially the effect of motivation on the organizational performance of Mercubuana University

Motivation partially affects the organizational performance of Mercubuana University. This can be seen from the t-count value of 4.981. The p-value is 0.000. The p-value is smaller than 0.05. The positive t value indicates that the higher the motivation, the greater the organizational performance.

4. Partial influence of organizational culture on the motivation of Mercubuana University

Organizational culture also partially affects the motivation of Mercubuana University. This can be seen from the t-count value of 12.038 and the p-value of 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

5. The effect of transformational leadership on the motivation of Mercubuana University partially

Transformational leadership also partially affects the motivation of Mercubuana University. The t value in the table above is 4,007. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

6. The influence of organizational culture on the organizational performance of Mercubuana University through motivational variables

Organizational culture influences the organizational performance of Mercubuana University through motivational variables. This can be seen in the following table.

Table 2. Results of the analysis of moderating variables

Effect	T - statistic	P-value
Culture->motivation-> performance	0,852	0,395
Knowledge->motivation->performance	0,380	0,704

The value above is obtained from the analysis of the PLS (partial Least Square) application. The statistical t-value of the influence of culture on organizational performance through motivation has a t-count of 0.852 and a p-value of 0.395. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant. Motivation is not a moderating variable.

7. The influence of transformational leadership on the organizational performance of Mercubuana University through motivational variables

The table above also shows the results of the analysis that transformational leadership affects organizational performance through motivational variables. The value of this analysis has a t count of 0.380 and a p-value of 0.00. This p-value is greater than

0.05. This shows that the effect is not significant. Motivation is not a moderating variable.

Discussion

The influence of organizational culture on organizational performance has a t value of 2.119. The p-value is 0.0003. This shows that the organizational culture variable has a significant effect on the performance of Mercubuana University partially. These results are consistent with previous research on the influence of organizational culture on organizational performance. These studies include (S Dunggio, 2020; Mohammad Muris, 2020; F Masluk, 2015; E Sari Elsa Vosvo, 2013; J Jamaluddin, 2017; N Novziransyah, 2017; J Jufrizen).

The effect of transformational leadership on organizational performance partially has a t statistic of 1.966 and a p-value of 0.05. The p-value is smaller than 0.05. This shows that transformational leadership has a significant effect on organizational performance partially. This is under previous research (J Jamaluddin, 2017; N Novziransyah, 2017; J Jufrizen).

Motivation partially affects the organizational performance of Mercubuana University. This can be seen from the t-count value of 4.931. The p-value is 0.00. The p-value is smaller than 0.05. Organizational culture also partially affects the motivation of Mercubuana University. This can be seen from the t-count value of 12.308 and the p-value of 0.00.

Transformational leadership also partially affects the motivation of Mercubuana University. The t value in the table above is 4,007. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant. The statistical t-value of the influence of culture on organizational performance through motivation has a t-count of 0.852 and a p-value of 0.395. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant.

Transformational leadership affects organizational performance through motivational variables. The value of this analysis has a t count of 0.380 and a p-value of 0.00. This p-value is greater than 0.05. This shows that the effect is not significant. This is under previous research (S Dunggio, 2020; Mohammad Muris, 2020; F Masluk, 2015; E Sari Elsa Vosvo).

Conclusion

The organizational culture variable has a significant effect on the performance of Mercubuana University partially. The influence of organizational culture on organizational performance has a t value of 3.6345. The p-value is 0.000.

Transformational leadership has a significant effect on organizational performance partially. The effect of transformational leadership on organizational performance partially has a t statistic of 1.966 and a p-value of 0.05. The p-value is smaller than 0.05.

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Motivation partially affects the organizational performance of Mercubuana University. This can be seen from the t-count value of 4.981. The p-value is 0.000. The p-value is smaller than 0.05. The positive t value indicates that the higher the motivation, the greater the organizational performance.

Organizational culture also partially affects the motivation of Mercubuana University. This can be seen from the t-count value of 12.038 and the p-value of 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

Transformational leadership also partially affects the motivation of Mercubuana University. The t value in the table above is 4,007. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

The statistical t-value of the influence of culture on organizational performance through motivation has a t-count of 0.852 and a p-value of 0.395. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant. Motivation is not a moderating variable.

Transformational leadership affects organizational performance through motivational variables. The value of this analysis has a t count of 0.380 and a p-value of 0.00. This p-value is greater than 0.05. This shows that the effect is not significant. Motivation is not a moderating variable.

Suggestion

In improving organizational performance, it is necessary to develop organizational culture, transformational leadership, and motivation. Organizational culture is developed by habituation to employees in carrying out activities with a disciplined attitude, increasing the role of leadership and increasing the role of employees with a larger portion.

Transformational leadership needs to be developed by paying attention to the application of leadership that can change conditions in the direction desired by management. This needs to be done by making improvements such as the attitude of employee compliance to leadership, the attitude of leaders who can adapt to changing times, and leadership resilience to the problems faced by the organization. This attitude needs to be developed by conducting a lot of leadership training from the head of the study program to the chancellor at the university.

High motivation also needs to be owned by employees and leaders. This attitude can be shown by fulfilling the employee's needs for income or salary received that can meet the needs of the employee, improve the work atmosphere and increase concern for other employees by improving communication between leaders and employees, leaders and leaders as well employees and employees. This good condition is expected to trigger the development of high motivation needed to improve organizational performance.



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The Influence of Transformational Leadership and Work Discipline On Organizational Performance Through Motivation at Perum Percetakan Negara Republic of Indonesia

Laras Putri Sari Dewi

Universitas Krisnadwipayana

Email: larasputrisd@gmail.com

Indonesia

Imam Wibowo

Universitas Krisnadwipayana

Email: wibowoimam253@gmail.com

Indonesia

Hary Indratjahyo

Universitas Krisnadwipayana

Email: indrahandrito@gmail.com

Indonesia

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ABSTRACT

This study aims to determine the effect of transformational leadership and work discipline on organizational performance through simultaneous motivation, partially determine the effect of transformational leadership on organizational performance, determine the effect of work discipline on organizational performance partially, determine the effect of motivation on organizational performance partially, determine the effect of work discipline on organizational performance transformational leadership on organizational performance through motivation and knowing the effect of work discipline on organizational performance. The research was conducted on employees of PERUM Printing State of the Republic of Indonesia. Sampling involving 68 employees. Data analysis using path analysis.

The result of transformational leadership and work discipline simultaneously have an important influence on organizational performance. The transformational leadership variable partially affects organizational performance. The work discipline variable partially affects organizational performance. The motivation variable partially affects organizational performance. The direct influence of transformational leadership on organizational performance is 0.282 while the indirect effect of transformational leadership through motivation on organizational performance is $0.177 \times 0.230 = 0.0407$, which means that the value of indirect influence is greater than the value of direct influence so that it can be concluded that the motivation variable as intervention variables. The direct effect of work discipline on organizational performance is 0.045 while the indirect effect of work discipline through motivation on organizational performance is $-0.124 \times 0.230 = -0.02852$, which means that the value of indirect influence is greater than the value of direct influence so that it can be concluded that the variable motivation as an intervening variable.

Keywords: transformational leadership, work discipline, motivation, organizational performance

Introduction

At this time companies or organizations focus on improving organizational performance because organizational performance is a measuring tool that plays an important role in assessing and evaluating the success or failure of organizational goals in a company. This means that organizational performance can be seen from the extent to which the organization can achieve goals based on predetermined goals. So, information about organizational performance is a very important thing. This is supported by Tangkilisan (2005) that "Organizational Performance is a description of the level of achievement of the implementation of tasks within an organization, in realizing the

goals, objectives, mission, and vision of the organization". And while according to Pasolong (2007) "Organizational performance is the overall organizational effectiveness for the defined needs of each relevant group through systemic efforts and continuously improving the organization's ability to achieve its needs effectively". In addition, leadership greatly affects the performance of the relevant group organization through systemic efforts and continuously improving the organization's ability to achieve its needs effectively.

In realizing good organizational performance and running smoothly, the role of the leader in it greatly influences everything, one of which is being able to provide inspiration and support from

leaders in jointly realizing the company's vision and mission that has been set. This is supported by Robbins (2010) stating that, "Transformational leadership as a leader who inspires followers to go beyond their personal interests which is able to have a profound and extraordinary impact on followers". And the existence of work discipline in an organization will run smoothly according to the rules that have been set, supported by Siswanto (2013) Discipline is "An attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry it out and does not avoid receiving sanctions if he violates the duties and authorities given to him. Besides that, motivation also affects organizational performance, according to Wibowo (2010) defining "Motivation is an encouragement to a series of processes of human behavior in achieving goals. While the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having a purpose.

Based on previous research, it can be seen that according to Chi, et al (2016) that Transformational Leadership has a significant influence on organizational performance. Previous research according to Abdi (2019) that motivation has a positive effect on organizational performance, and the results obtained show that if employees are positively motivated and rewarded, it increases their survival and productivity, which is sure to improve organizational performance.

The State Printing Corporation of the Republic of Indonesia is a state-owned company engaged in printing which is intended to meet the needs of printed materials containing documents and information products issued by the government. The problem with organizational performance in internal processes within Perum PNRI is that it is suspected that the implementation of the leadership side obtained by employees has not met expectations. Leaders who are too ambitious and pay less attention to employees can affect the performance of the organization in it. In addition, the next problem is in work discipline. Work discipline within the company is very unnoticed according to the lack of discipline in work seen from the attendance listed. The problem of lack of motivation given by the leadership is also suspected to be the cause of the decrease in morale. Employees who work very pressed in conditions of compulsion and lack of enthusiasm. One of the problems that affect the decline in organizational performance is work discipline.

Literature Review

Organizational Performance

Organizational performance according to Tangkilisan (2005: 175) "is a description of the level of achievement of the implementation of tasks within an organization, in realizing the goals, objectives, mission, and vision of the organization".

There are various dimensions in measuring organizational performance put forward by experts, including (Sudarmanto, 2009:11-12) which suggests that there are four dimensions that can be used as benchmarks or indicators in assessing organizational performance, namely:

1. Quality, namely: the level of error, damage, accuracy.
2. Quantity, namely: the number of jobs produced.

3. Use of time at work, namely: absenteeism, tardiness, effective working time/lost working hours.
4. Cooperation with others in work.

Transformational Leadership

Transformational Leadership according to Robbins (2010) states that, "Transformational leadership as a leader who inspires followers to go beyond their personal interests which is able to have a profound and extraordinary impact on followers".

The indicators of Transformational Leadership according to Robbins (2010), namely:

1. The idealized influence of the leader must be a good example, which his employees can follow, so that it will generate respect and trust in the leader.
2. Inspirational motivation is described as a leader who is able to articulate clear expectations for subordinates' achievements, demonstrates his commitment to all organizational goals, and is able to inspire team spirit in the organization through growing enthusiasm and optimism.
3. Intellectual stimulation is described as the behavior of leaders who are able to grow new ideas, provide creative solutions to problems faced by subordinates, and motivate subordinates to seek new approaches in carrying out organizational tasks.
4. Individualized is described as a leader who is willing to listen attentively to the input of subordinates and specifically wants to pay attention to the needs of subordinates for career development.

Work Discipline

Work discipline according to Siswanto (2013) is "An attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and is able to carry it out and does not avoid receiving sanctions if he violates his duties and authorities given to him."

The indicators in work discipline according to Rivai (in Nisa, 2016) explain that work discipline has several components that can be used as indicators that affect the level of employee discipline in an organization, which are as follows:

1. Presence. This is a basic indicator to measure discipline, and usually employees who have low work discipline are accustomed to arriving late or leaving work early.
2. Compliance with Obligations and Work Regulations. Employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the organization.
3. Adherence to Work Standards. This can be seen through the magnitude of the employee's responsibility for the tasks assigned to him.
4. High Alert Level. Employees who have high vigilance will always be careful, calculating and thorough in their work and always use things effectively and efficiently.
5. Work Ethical/ethical at work. Some employees may engage in disrespectful behavior towards customers or engage in inappropriate behavior. This is a form of disciplinary action (not complying with regulations), thus affecting work discipline.

Motivation

Motivation according to Wibowo (2010) "Motivation is an encouragement to a series of processes of human behavior in achieving goals. While the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having a purpose.

According to David McClelland (in Miftah Toha, 2012) indicators in motivation, namely:

1. Achievement needs. It means that a person wants to always be seen as successful in his life, with the success he has for sure that all his needs will be met. Examples: challenges at work, responsibilities, rewards and work performance.
2. Need for power. It means that a person has a need to influence others, and seeks to dominate others. Example: position in a group, looking for opportunities to expand power.
3. Need for affiliation (need for organization). It means that everyone has a need for a friendly environment and can work together in organizations. Example: organizational relations, cooperation.

Research Methods

Research time and location

The object of research is the employees of the State Printing Corporation of the Republic of Indonesia (PNRI), which is located on Jl. State Printing No.21, RT.19/RW.7, Johar Baru,

Kec. Johar Baru, Central Jakarta City, Special Capital Region of Jakarta 10560. The time of the research was carried out from April to June 2020.

Population and sample

The population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2011). The subject used in this research is Perum Printing Negeri Republic of Indonesia with a total of 210 employees. Based on the results of the calculations that the researchers did, the sample taken from the population was 68 respondents.

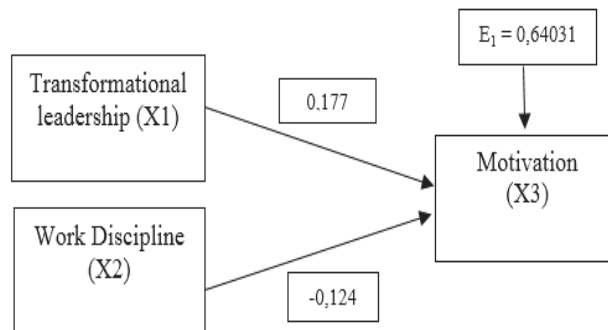
Data management techniques

The data obtained in this study need to be further processed so that analysis can be carried out and an appropriate conclusion can be drawn. Therefore, it is necessary to determine data processing techniques that are in accordance with the research objectives to be achieved, as well as to test the truth of the hypothesis. The stages of data processing carried out are:

1. Conducting instrument test/questionnaire
2. Doing classical assumption test
3. Doing hypothesis testing.

Research Result

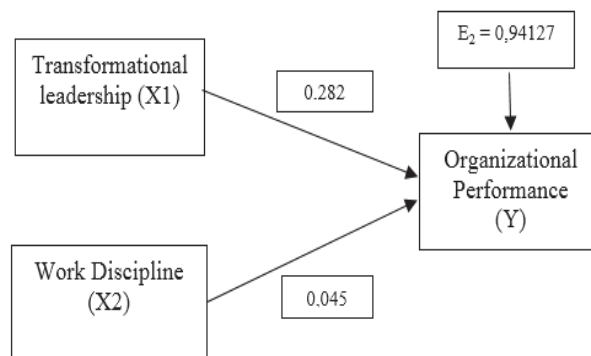
Hypothesis Testing 1



Based on the picture above, it is known that the influence of transformational leadership on motivation is 0.177 with a significance value of 0.067 while the effect of work discipline on motivation is -0.124 with a significance value of 0.200, for an el

value of 0.64031. The significance value of the two variables is smaller than 0.05. So it can be concluded that transformational leadership and work discipline have a positive effect on motivation.

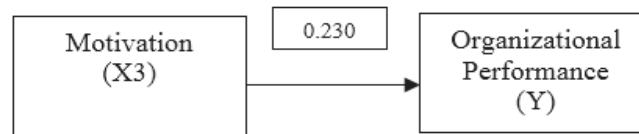
Hypothesis Testing 2



Based on the picture above, it is known that the influence of transformational leadership on organizational performance is 0.282 with a significance value of 0.003 while the effect of work discipline on organizational performance is 0.045 with a

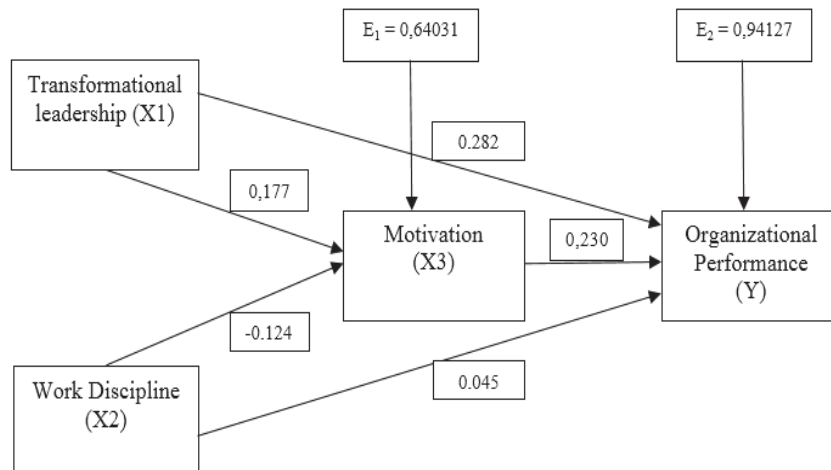
significance value of 0.646, for the e2 value of 0.94127. The significance value of the two variables is smaller than 0.05. So it can be concluded that transformational leadership and work discipline have a positive effect on organizational performance.

Hypothesis Testing 3



Based on the picture above, it is known that the influence of variables is smaller than 0.05. So it can be concluded that leadership style on employee performance is 0.230 with a motivation has a positive effect on organizational performance. significance value of 0.016. The significance value of the two

Hypothesis Testing 4



Based on the picture above, it is known that the influence of transformational leadership on organizational performance is 0.282 while the indirect effect of transformational leadership through motivation on organizational performance is $0.177 \times 0.230 = 0.0407$, which means that the value of indirect influence is greater than the value of direct influence. So it can be concluded that the motivation variable as an intervening variable.

The direct effect of work motivation on organizational performance is 0.045 while the indirect effect of work discipline through motivation on organizational performance is $-0.124 \times 0.230 = -0.02852$ which means that the value of indirect influence is more than the value of direct influence, so it can be concluded that the motivation variable as an intervening variable.

Conclusion

Based on the results of research and data analysis of transformational leadership variables and work discipline on organizational performance through motivation, the following conclusions can be drawn:

1. Based on the results that have been carried out, it can be obtained the results of the direction of the relationship produced by the independent variable on the dependent variable, assuming other variables are constant or showing a positive relationship between the variables of transformational leadership, work discipline and motivation. Through this estimator, it can be illustrated that the transformational leadership of the state printing company of the republic of Indonesia must increase the standard of transformational leadership on organizational performance. Likewise, work discipline in the state printing company of the Republic of Indonesia must provide motivation to have a good impact on organizational performance. So, it can be

concluded that transformational leadership and work discipline affect organizational performance. As explained in the previous point regarding the description of the transformational leadership variable in the printing company of the Republic of Indonesia on the organizational performance of results

2. Data analysis shows that transformational leadership has an effect on organizational performance. In this study, it is proven that research that has been tested through t-test found a positive and significant influence on the transformational leadership variable on organizational performance with the hypothesis stating that the influence of Transformational Leadership on organizational performance is accepted.
3. Regarding the description of the variable work discipline in the printing company of the Republic of Indonesia on organizational performance, the results of data analysis show that work discipline has an effect on organizational performance. In this study, it was proven that research that had been tested through t-test found a positive and significant effect on the work discipline variable on organizational performance with the hypothesis stating that the effect of work discipline on organizational performance was accepted.
4. The motivation that has been explained in the previous point regarding the description of the motivation variable given by the printing company of the Republic of Indonesia to the performance of the organization that every company must provide motivation in terms of doing work such as the ease of getting support, high salaries, rewards bonuses for organizational performance. This is evidenced in research that has been tested through t-test found a positive and significant influence on motivational variables on

organizational performance with the hypothesis stating that the role of motivation on organizational performance is accepted.

5. The use of time at work is still very weak. Because the targets and deadlines that have been set are actually more frequent delays and procrastination. This means that the company receives improvements in the use of working time for the targets that have been set.

Suggestion

Based on research from transformational leadership, work discipline, motivation and organizational performance with each indicator, when viewed from the organizational performance variable indicator (Y) that needs to be improved by the printing company of the Republic of Indonesia, it is the conformity of expectations of the quality produced, namely, increased efficiency, effectiveness, productivity, service quality, etc., after that development is carried out in organizational performance,

then from the transformational leadership variable indicator (X1) that needs to be improved the printing company of the republic of Indonesia is a leader who focuses on achieving changes in values, beliefs, attitudes, behavior, and needs subordinates towards better changes in the future will be able to direct employees to perform better. Meanwhile, the indicators of the work discipline variable (X2) that need to be improved by the printing companies of the republic of Indonesia are Fulfilling the Rights of Employees Fairly and Transparently, Treating Employees as Friends, Creating a Comfortable and Conducive Work Environment. Make Rules Naturally Firm But Still Humane. Listen to Employee Ideas and Opinions, Next from the work motivation variable indicator (X3) that needs to be improved by the printing company of the republic of Indonesia is to provide rewards for outstanding employees, strengthen the kinship of fellow employees. Recognize the strengths and weaknesses of each employee, Provide employee training regularly and periodically.

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