

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND INNOVATIVE BEHAVIOR ON THE PERFORMANCE OF VILLAGE APPARATUS IN WEST DISTRICT, MAGETAN DISTRICT THROUGH MOTIVATION

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ABSTRACT

This research aims to analyze whether organizational culture influences the performance of village officials in West District, Magetan Regency. The sampling method in this research used a saturated sample, where there were 103 respondents. person. The analytical tool used is data analysis carried out using the Partial Least Square (PLS) method using the SmartPLS version of the software. The results obtained in this research are work discipline. There is a significant relationship between Organizational Culture and Motivation, this is obtained from the p value, which is 0.000. There is a significant relationship between Innovative Behavior and Motivation, this is obtained from the p value, which is 0.000. There is a significant relationship between motivation and employee performance, this is obtained from the p value, which is 0.000. There is no relationship between Organizational Culture and Employee Performance, resulting in a p-value of this value, which is obtained from the p-value result, which is 0.774. There is no relationship between Innovative Behavior and Employee Performance, this is obtained from the p value, which is 0.675. There is a relationship between organizational culture and performance, this is obtained from the p value, which is 0.000. There is a relationship between innovative behavior and performance, this is obtained from the p value, which is 0.000.

Keywords: Organizational Culture, Innovative Behavior, Performance, Motivation.

I. INTRODUCTION

In general, every individual needs services, it could even be said that services are an integral part of human life. Optimal and quality public services are considered the right of every citizen and also the state's constitutional obligation. Therefore, legally, the government is obliged to provide optimal public services for the community. Law Number 25 of 2009 concerning Public Services is an important basis for protecting and guaranteeing the rights of Indonesian citizens and residents in receiving quality public services (Trisnadewi & Amlayasa, 2020).

Providing current and future public services with the aim of achieving World Class Government standards by 2025 is not only a routine task, but also an extraordinary task that requires accelerated steps through new innovations. The current development of public services can be compared with an arithmetic series, while people's expectations are a geometric series. If the progress of public services remains like an arithmetic series, it will be increasingly far from society's expectations which move like a geometric series. Therefore, innovation in public services is the key to achieving improvements in the quality of public services that are more in line with community expectations.

Law Number 32 of 2004 concerning Regional Government, which has undergone several changes, emphasizes that regions are given the broadest possible autonomy to manage all aspects of government that are not under the authority of the central government. This includes formulating regional policies related to improving services and community empowerment, as well as real and responsible autonomy. Real autonomy means carrying out tasks in accordance with the authority given and the characteristics of a particular area (Trisnadewi & Amlayasa, 2020)

Development is a program designed to create positive changes in social, economic and political aspects in a sustainable manner, taking into account environmental sustainability as an important condition for meeting human needs. In order to support the implementation of Law no. 32 of 2014 concerning Regional Government and Law no. 25 of 2004 concerning the National Development Planning System, the application of the empowerment paradigm is very important in implementing development. This aims to encourage community

participation in all stages of development, from planning, implementation, to development control at the village, sub-district and sub-district levels. (Rivan et al., 2019).

To achieve community empowerment, prosperity and independence, development management support that involves active community participation is needed. In the context of government, honest, transparent, responsible and democratic leadership is needed. Meanwhile, in society, it is necessary to develop mechanisms that enable community participation in the decision-making process for the common good. (Nurfitria et al., 2023)

Research by Nurfitria et al., (2023) suggests that development in rural areas cannot be implemented without the active participation of all local communities. Therefore, the village head as the leader of the village government must be able to carry out the main task of leading and coordinating the village government, including carrying out administrative tasks, managing community development and development, as well as developing the village economy. The phenomenon of regional expansion in Indonesia, especially in several districts, has caused changes in government systems and structures, both at the central and regional levels. To face these changes, the district government is responsible for increasing the capacity of government employees in various fields, including improving the qualifications of human resources through education, training, seminars and discussions. In the context of this research, the difference lies in the focus of examining innovative behavior, motivation and organizational culture at the village level.

The quality of Human Resources (HR) is a significant factor in increasing the performance productivity of an organization or institution. Therefore, the presence of human resources with high competency is very important, because this level of expertise or competency can provide significant support in improving the performance of village officials. Human Resource Management (HR) plays a big role in influencing the performance of village officials, considering that HR is a crucial and vital asset for the operational continuity of an organizational entity. The quality of human resource performance, especially in managing village funds, is very important so that village government officials are able to carry out their duties professionally in managing village funds and are able to realize the welfare and independence of village communities. Some of the problems in developing village fund management include the absence of regulations governing village government accounting standards and the lack of comprehensive regulations for the administration and development of village officials in accordance with higher regulations. (Ida, 2019)

Research by Nur (2019) stated that the performance of employees in the marketing (salesman) department was rated as poor, while the performance of employees in the Entry Data Processing (EDP) administration and warehouse sections was rated as good. However, the performance of employees in the delivery section was considered less good. There are similarities between this research and other related research, namely the aim of identifying employee performance using a quantitative approach. However, the difference lies in the indicators used and the research object that is the focus. Another factor that influences the performance of the apparatus is transparency. This is in accordance with research conducted by Wardiana & Hermanto, (2019) who conducted research on the Impact of Accountability. From the results of this research, it was found that transparency has a significant impact on the performance of Village Fund management. The research results also show that good governance, which pays attention to the principles of transparency and accountability, is implemented at the village government level as a result of the implementation of village autonomy. The principle of transparency itself can be understood through two aspects, namely public communication by the government and the public's right to gain access to information. The duties and functions of the Village Head have been regulated in Minister of Home Affairs Regulation Number 84 of 2015 concerning the Organizational Structure and Work Procedures of Village Government, where the duties of the Village Head are regulated in Article 6 Paragraph 2 and the functions of the Village Head are regulated in Article 6 Paragraph 3. (Laila Yuliani, 2019).

Basically, improving the performance of a village head can not only be achieved through increasing education and training, but also through increasing motivation. Individual motivation arises from life needs, both primary and secondary needs. If these needs are met, individuals will be motivated to work diligently, so that their performance will increase (Alfian et al., 2019).

Motivation is one of the important factors that encourages employees to work and carry out their duties with full dedication. However, apart from motivation, steps are also needed to improve employee performance, such as providing opportunities for them to convey ideas in the decision-making process, as well as providing awards and recognition for work achievements that have been achieved. Through this approach, employees can feel satisfaction from the results of their work (Riris, 2021). The work environment includes all factors present around employees while working, both physical and non-physical aspects, which can influence employees and their performance. In this context, the work environment is divided into two components, namely the physical and non-physical work environment. The physical work environment includes all aspects that have a physical dimension and are closely related to the available facilities. Meanwhile, the non-physical work environment involves conditions that occur in work relationships, both relationships between superiors and subordinates, interactions between co-workers, and the dynamics of work relationships as a whole. (Sulistiyawati et al., 2022). Innovative behavior, or what is known as Innovative Work Behavior (IWB), refers to individual actions aimed at introducing new ideas, processes, products, or procedures that are useful in the context of a job, group, or organization. Specifically, innovative work behavior is defined as efforts to create, introduce, and implement new ideas or thoughts in a work, group, or organizational environment, with the aim of improving the performance of the individual, group, or organization. Innovative behavior can also be understood as actions taken to produce new ideas, thoughts, or new approaches that can be applied in the implementation and completion of work tasks.

Based on a pre-survey conducted by researchers, there were several problems found in villages in West District, Magetan Regency. The performance of village heads in the field of development tends to be lagging behind, the performance of village officials is less than optimal, and education and training programs aimed at improving the welfare of the Tandun village community have not been realized. From the problems that have been discussed, researchers are very interested in conducting research with the title "The Influence of Innovative Behavior, Motivation and Organizational Culture on the Performance of Village Officials in West District, Magetan Regency." The objectives of this research are as follows:

- To analyze whether innovative behavior influences the performance of village officials in West District, Magetan Regency
- To analyze whether motivation influences the performance of village officials in West District, Magetan Regency
- To analyze whether organizational culture influences the performance of village officials in West District, Magetan Regency.

II. METHODOLOGY

This research is a type of quantitative descriptive research which aims to collect information about the factors that influence the performance of village officials in West District, Magetan Regency.

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all village officials in the West District of Magetan Regency, namely 103 people.

The data collection technique uses purposive sampling, which is defined as a sampling technique that gives each population an equal opportunity to be used as a research sample (Sidiq & Choiri, 2019). The sample in this study was 82.4 and rounded up to 83 respondents. Data collection techniques in this research used questionnaires and documentation. Meanwhile, data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS version 3 software. PLS is a method for solving Structural Equation Modeling (SEM) which in this case is better than other SEM techniques.

III. ANALYSIS RESULTS

3.1. Respondent Characteristics

The respondents in this research were village officials in West District, Magetan Regency, totaling 83 respondents. Most of the respondents had an age range of >30 years, namely 48 respondents (57.8%), most of the respondents were male, 50 respondents (60.2%), and most of the respondents had Bachelor's/Master's degrees, 33 respondents. (39.8%), and all respondents were Muslim.

3.2. Descriptive Analysis

The results of the descriptive analysis in this research can be explained as follows:

1. Organizational Culture Variables. The majority of respondents chose the answer strongly agree (SSS) and the highest average was in question number 2, namely 4.55 in the high category. And the mean variable is 3.99.
2. Innovative Behavior Variable. The majority of respondents chose the answer strongly agree (SSS) and the highest average was in question number 2, namely 4.30 in the high category, and the variable mean was 4.23.
3. Motivational Variables. The majority of respondents chose the answer strongly agree (SSS) and the highest average was in question number 5, namely 4.64 in the high category.
4. Performance. The majority of respondents chose the answer strongly agree (SSS) and the highest average was in question number 2, namely 4.46 in the high category.

3.3. Outer Model Analysis

3.3.1. Flow Chart

Using statistics using Smart PLS, we get the loading factor results in Figure 1 below.

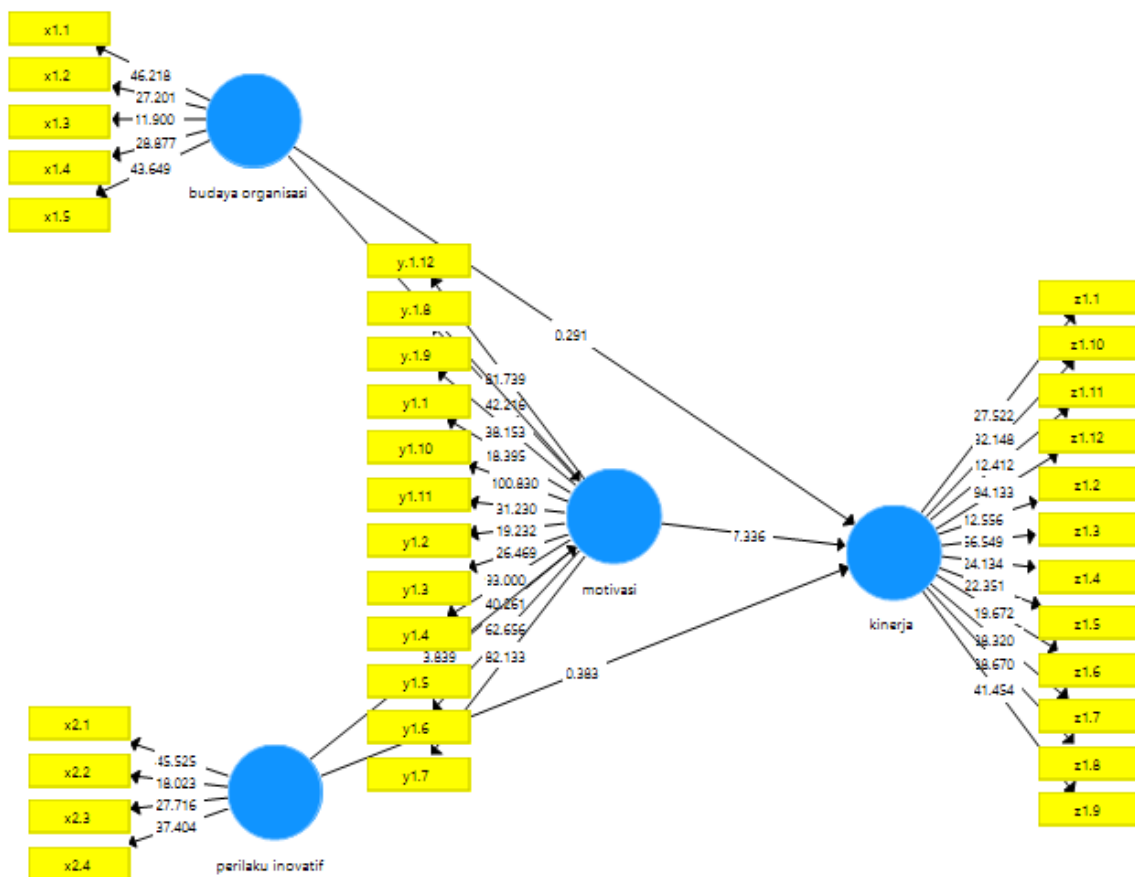


Figure 1: Flowchart

3.3.2. Convergent Validity

The purpose of Convergent Validity is to determine whether an indicator is valid for measuring a variable. Convergent validity is demonstrated by loading factors. If the indicator is declared valid if the loading factor is greater than 0.7. Convergent validity testing is shown in the table below:

Table 1: Convergent Validity Indicators

| Variable | Indicator | Loading | T-Statistics | Information |
|------------------------|-----------|---------|--------------|-------------|
| organizational culture | X1.1 | 0,936 | 46.218 | Validity |
| | X1.2 | 0,888 | 27.201 | Validity |
| | X1.3 | 0,773 | 11.900 | Validity |
| | X1.4 | 0,925 | 28.877 | Validity |
| | X1.5 | 0,17 | 43.649 | Validity |
| innovative behavior | X2.1 | 0,943 | 45.525 | Validity |
| | X2.2 | 0,873 | 18.023 | Validity |
| | X2.3 | 0,897 | 27.716 | Validity |
| | X2.4 | 0,926 | 37.404 | Validity |
| Motivation | Y1.1 | 0,848 | 81.739 | Validity |
| | Y1.2 | 0,820 | 42.216 | Validity |
| | Y1.3 | 0,887 | 38.153 | Validity |
| | Y1.4 | 0,969 | 18.395 | Validity |
| | Y1.5 | 0,937 | 100.830 | Validity |
| | Y1.6 | 0,950 | 31.230 | Validity |
| | Y1.7 | 0,964 | 19.232 | Validity |
| | Y1.8 | 0,946 | 26.469 | Validity |
| | Y1.9 | 0,928 | 93.000 | Validity |
| | Y1.10 | 0,965 | 40.261 | Validity |
| | Y1.11 | 0,915 | 62.656 | Validity |
| | Y1.12 | 0,960 | 82.133 | Validity |
| Performance | Z 1.1 | 0,797 | 27.522 | Validity |
| | Z 1.2 | 0,956 | 32.148 | Validity |
| | Z 1.3 | 0,754 | 12.412 | Validity |
| | Z1.4 | 0,939 | 94.133 | Validity |
| | Z 1.5 | 0,889 | 12.556 | Validity |
| | Z 1.6 | 0,925 | 56.549 | Validity |
| | Z 1.7 | 0,933 | 24.134 | Validity |
| | Z 1.8 | 0,934 | 22.351 | Validity |
| | Z 1.9 | 0,934 | 19.672 | Validity |
| | Z 1.10 | 0,889 | 38.320 | Validity |
| | Z 1.11 | 0,797 | 38.670 | Validity |
| | Z1.12 | 0,956 | 41.454 | Validity |

From the results of the table above, the loading factor figure above 0.7 is declared valid

Table 2: Calculation Results Average Variance Extracted (AVE)

| Variable | AVE | Information |
|------------------------|-------|-------------|
| organizational culture | 0,792 | Validity |
| innovative behavior | 0,790 | Validity |
| motivation | 0,856 | Validity |
| performance | 0,828 | Validity |

Extracted Average validity test variance. For convergent validity, the AVE of the instrument must be more than 0.5. Table 2 results of convergent validity tests show that organizational culture, innovative behavior,

motivation and performance have AVE values greater than 0.5. Thus, markers of work motivation, work environment, job satisfaction, and employee performance are validated.

3.3.3. Discriminant Validity

Discriminant If the factor loading of an indicator is greater than its correlation with other variables, it can measure the related variable. The table shows the results of cross loading calculations. that the work motivation index, work environment, job satisfaction and employee performance have stronger cross loadings than other factors. Indicators of organizational culture, innovative behavior, motivation and performance are valid.

Table 3: Discriminant Validity Calculation Results

| Indicator | organizational culture | performance | Motivation | innovative behavior |
|-----------|------------------------|-------------|------------|---------------------|
| x1.1 | 0.936 | 0.891 | 0.922 | 0.938 |
| x1.2 | 0.888 | 0.815 | 0.856 | 0.792 |
| x1.3 | 0.773 | 0.726 | 0.708 | 0.632 |
| x1.4 | 0.925 | 0.874 | 0.913 | 0.895 |
| x1.5 | 0.917 | 0.904 | 0.899 | 0.887 |
| x2.1 | 0.894 | 0.849 | 0.891 | 0.943 |
| x2.2 | 0.783 | 0.750 | 0.779 | 0.872 |
| x2.3 | 0.875 | 0.894 | 0.904 | 0.897 |
| x2.4 | 0.857 | 0.841 | 0.853 | 0.926 |
| y1.12 | 0.942 | 0.929 | 0.961 | 0.896 |
| y1.8 | 0.922 | 0.944 | 0.943 | 0.842 |
| y1.9 | 0.927 | 0.902 | 0.933 | 0.953 |
| y1.1 | 0.779 | 0.834 | 0.848 | 0.806 |
| y1.10 | 0.927 | 0.935 | 0.965 | 0.903 |
| y1.11 | 0.919 | 0.876 | 0.915 | 0.922 |
| y1.2 | 0.745 | 0.801 | 0.820 | 0.742 |
| y1.3 | 0.861 | 0.884 | 0.887 | 0.757 |
| y1.4 | 0.938 | 0.947 | 0.969 | 0.901 |
| y1.5 | 0.933 | 0.906 | 0.937 | 0.958 |
| y1.6 | 0.919 | 0.940 | 0.950 | 0.867 |
| y1.7 | 0.934 | 0.935 | 0.964 | 0.920 |
| z1.1 | 0.860 | 0.892 | 0.874 | 0.823 |
| z1.10 | 0.814 | 0.889 | 0.843 | 0.723 |
| z1.11 | 0.775 | 0.797 | 0.762 | 0.695 |
| z1.12 | 0.924 | 0.956 | 0.949 | 0.909 |
| z1.2 | 0.683 | 0.754 | 0.752 | 0.736 |
| z1.3 | 0.887 | 0.939 | 0.927 | 0.869 |
| z1.4 | 0.833 | 0.889 | 0.850 | 0.794 |
| z1.5 | 0.796 | 0.884 | 0.829 | 0.779 |
| z1.6 | 0.757 | 0.849 | 0.787 | 0.787 |
| z1.7 | 0.895 | 0.925 | 0.914 | 0.803 |
| z1.8 | 0.918 | 0.933 | 0.943 | 0.915 |
| z1.9 | 0.939 | 0.934 | 0.948 | 0.931 |

3.3.4. Composite Reliability

In testing construct reliability, it is composite reliability and Cronbach alpha. If Composite Reliability is above 0.70 and Cronbach alpha is above 0.60, it is declared reliable. Summary results below.

Table 4: Composite Reliability Test Results

| Variable | Composite Reliability | Cronbach's Alpha | Information |
|------------------------|-----------------------|------------------|-------------|
| organizational culture | 0.933 | 0.940 | Reliabel |
| innovative behavior | 0.930 | 0.934 | Reliabel |
| motivation | 0.984 | 0.986 | Reliabel |
| performance | 0.975 | 0.978 | Reliabel |

Composite Reliability results on work culture, innovative behavior, motivation and performance are greater than 0.7. All measurement indicators are assessed as Reliability and Cronbach's Alpha for work motivation, work environment, job satisfaction and employee performance is above 0.7, all indicators are declared Reliability.

3.4. Inner Model

3.4.1. Goodness of Fit Model

Goodness of fit is used to assess the extent to which exogenous factors contribute to endogenous variables. Using the coefficient of determination (R-Squared) and Q-Squared predictive relevance, PLS analysis was carried out to determine the goodness of fit (Q2) of the model.

Table 5: Goodness of Fit Model

| Endogen | R_Square |
|---|----------|
| Performance | 0,954 |
| Motivation | 0,951 |
| $Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$ $Q^2 = 1 - [(1 - 0,954) (1 - 0,951)] = 0,99$ | |

The R-square of the performance variable obtained a figure of 0.954 or 95.4%. This proves that the performance variable is explained by motivation, organizational culture and motivation 95.4% or if other variables are related to other factors it is 4.6%.

Q_Square predictive relevance (Q2) 0.99 (99%). This explains that the diversity of variables is 99% or the contribution of organizational culture, innovative behavior and overall motivation (directly/indirectly).

3.4.2. Analisis Bootstrapping

Hypothesis testing is carried out using the bootstrapping method when processing the structural model. The statistical test in this research uses the t statistic or t test which can be seen in the image below:

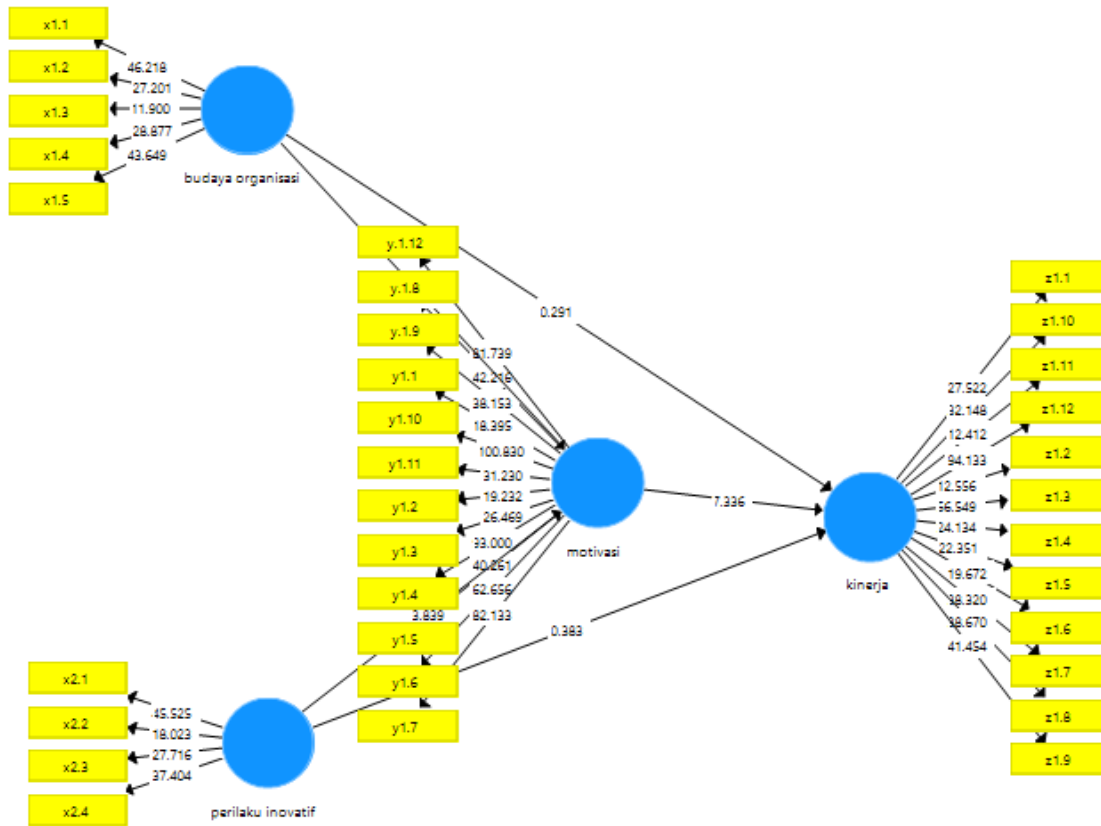


Figure 2: Bootstrapping analysis

3.5. Hypothesis test

3.5.1. Testing the Direct Effect Hypothesis

Direct impact hypothesis testing determines whether exogenous factors have a direct effect on endogenous variables or not. The test conditions say that there is a significant impact of the exogenous variable on the endogenous variable if the p-value (Significant) is less than the significance threshold, alpha = 0.05 (5 percent).

Table 6: Results of Direct Effect Hypothesis Testing

| Eksogen | Endogen | Path Coefficient | T Statistics | P Value | Information |
|------------------------|-------------|------------------|--------------|---------|------------------|
| Organizational Culture | Performance | 0,157 | 0,288 | 0,774 | tidak signifikan |
| Organizational Culture | Motivation | 0,079 | 8,935 | 0,000 | signifikan |
| Motivation | Performance | 0,135 | 7,222 | 0,000 | signifikan |
| Innovative Behavior | Performance | 0,099 | 0,421 | 0,675 | tidak signifikan |
| Innovative Behavior | Motivation | 0,081 | 3,539 | 0,000 | signifikan |

- H1: The relationship between organizational culture and motivation is significant at 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between organizational culture and motivation. Thus the first hypothesis is accepted.
- H2: The relationship between innovative behavior and motivation produces 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between innovative behavior and motivation. Thus the second hypothesis is accepted.
- H3: The relationship between motivation and employee performance is 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between motivation and performance. Thus the third hypothesis is accepted.

4. H4: The relationship between organizational culture and employee performance produces a p-value of 0.774. The test results show that the significant level is <0.05 (5%). This means that there is no significant relationship between organizational culture and performance. Thus the fourth hypothesis is rejected.
5. H5: The relationship between innovative behavior and employee performance produces a p-value of 0.675. The test results show that the significant level is <0.05 (5%). This means that there is no significant relationship between innovative behavior and performance. Thus the fifth hypothesis is rejected.

3.5.2. Testing the Indirect Effect Hypothesis

Table 7: Results of Indirect Effect Hypothesis Testing

| Eksogen-Intervenin-Endogen | Indirect Coefficient | T Statistics | P value | Information |
|--|----------------------|--------------|---------|-------------|
| Organizational Culture-Motivation-Performance-Innovative Behavior- | 0,115 | 5,910 | 0,000 | Signifikan |
| Motivation-Performance | 0,093 | 2,973 | 0,004 | Signifikan |

1. H6: The relationship between organizational culture and performance through motivation is significant at 0.000. The test results show a significant level of relationship between Organizational Culture and Performance through Motivation. Thus hypothesis six is accepted.
2. H7: The relationship between innovative behavior and performance through motivation is significant at 0.004. The test results show a significant level of relationship between innovative behavior and performance through motivation. Thus hypothesis seven is accepted.

IV. RESULT AND DISCUSSION

4.1. The Relationship of Organizational Culture to Motivation

The research results show that the relationship between organizational culture and motivation is significant at 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between organizational culture and motivation.

In this research, statistical tests were carried out to determine whether there was a significant relationship between the independent variable (organizational culture) and the dependent variable (motivation). The significance level (p-value) obtained from this test is 0.000. Based on general provisions in statistical analysis, if the p-value is smaller than 0.05, then the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted.

The statistical test results show that the significance level is $0.000 < 0.05$, which means there is a significant relationship between organizational culture and motivation. Thus, the first hypothesis which states "there is a relationship between organizational culture and motivation" is accepted.

Organizational culture is a set of values, beliefs and norms held by organizational members. This culture influences the way employees behave, interact, and work within the organization. Employee motivation, which reflects the level of enthusiasm, commitment, and energy they bring to their work, is found to be significantly influenced by organizational culture.

To increase employee motivation in West District, organizations need to pay attention to and develop a positive and supportive culture. Some practical steps that can be taken include Reward and Recognition: Develop a fair and transparent reward and recognition system. Open Communication: Encourage open communication between management and employees to build trust and transparency. Employee Development: Provide opportunities for employees to develop their skills and careers through training and education.

Zameer et al. (2014) stated that to achieve good performance, human resources are required to have knowledge, skills, abilities, experience, work motivation, self-discipline and high work enthusiasm so that employee performance in the company is good which will later have an impact on performance. The company also improves, and in the end the company's goals are achieved.

Rizky, et al (2014) state that organizational culture is the values developed in an organization, where these values are used to direct the behavior of employees. According to Maith (2015), organizational culture makes a company successful and becomes more stable, more advanced, more anticipatory towards environmental

changes. In research. Habib et al. (2014) stated that specifically the organizational culture in a company will be determined by the conditions of teamwork, leadership and organizational characteristics as well as the administrative processes that apply in the company.

Based on the research results, there is a significant relationship between organizational culture and employee motivation. Organizations that succeed in building a positive and supportive culture can increase employee motivation, which in turn will increase productivity and overall organizational performance.

4.2. The Relationship between Innovative Behavior and Motivation

The research results show that the relationship between innovative behavior and motivation is 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between innovative behavior and motivation.

In this research, statistical tests are used to evaluate the relationship between the independent variable (innovative behavior) and the dependent variable (motivation). The test results show a p-value of 0.000. In statistical analysis, a p-value smaller than 0.05 (5%) indicates that the results are statistically significant. Therefore, the null hypothesis (H_0) which states there is no relationship between innovative behavior and motivation is rejected, and the alternative hypothesis (H_1) is accepted.

The statistical test results show that the significance level is $0.000 < 0.05$, which means there is a significant relationship between innovative behavior and motivation. Thus, the hypothesis which states "there is a relationship between innovative behavior and motivation" is accepted.

Innovative behavior is the action or behavior of individuals in an organization that aims to introduce new ideas, processes, products, or work methods that are more efficient and effective. Motivation, which reflects the level of enthusiasm and commitment of employees towards their work, was found to be significantly influenced by innovative behavior.

This research supports theories which state that innovative behavior can increase employee motivation. When employees are encouraged to think creatively and innovate, they tend to feel more enthusiastic and engaged in their work. This also supports the view that a work environment that encourages innovation can increase employee satisfaction and productivity.

To increase employee motivation in the West District, organizations need to encourage and facilitate innovative behavior in the workplace. Some practical steps that can be taken include Providing Incentives for Innovation: Rewarding and providing incentives to employees who succeed in creating new ideas that are beneficial to the organization. Training and Development: Provides training programs that focus on developing innovative and creative skills. Supportive Work Environment: Create a work environment that supports collaboration and experimentation, and is not afraid of failure.

Roger and Roger in Purba (2009) said that innovation will have limitations as ideas, practices, and in the form of objects or objects that are considered new by someone. Another different definition of innovation is that it is intentional, something new, there are special differences that are felt to be more effective in achieving goals in a system. Meanwhile, Robbins (2006) believes that innovation is a process of renewal, a new discovery, in the form of an idea, method, tool, product or other results. This new thing is not the same as anything that already exists or was previously known.

In this case, innovative behavior is closely related to innovation. Innovative behavior and innovation itself are in the form of social change, the only difference is that the emphasis is on the characteristics of the change. Meanwhile, innovation emphasizes things that are seen as something new for both individuals and society. Meanwhile, innovative behavior emphasizes a creative attitude towards something that changes from something traditional to something modern. A person who has innovative behavior will be seen in his daily life attitude, will have a critical mind, will always try to make something change appear in his surrounding environment and something new will always happen from traditional to modern life, or will be seen in determining attitudes that are lagging behind. towards a more advanced attitude and strive so that the change efforts can be useful and add value. So someone who behaves innovatively will try to solve problems using methods that are not the same as ordinary people but will be more effective and efficient.

The results of this research indicate that there is a significant relationship between innovative behavior and employee motivation. Organizations that are able to encourage and support innovative behavior among their employees can increase their motivation, which in turn will increase organizational performance and productivity.

4.3. The Relationship between Motivation and Employee Performance

The research results show that the relationship between motivation and employee performance is 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant relationship between motivation and performance. Thus the third hypothesis is accepted.

Statistical testing carried out in this research shows that the p-value is 0.000. In the context of statistical analysis, if the p-value is smaller than 0.05, then the result is considered significant. This means that the null hypothesis (H_0) which states there is no relationship between motivation and performance is rejected, and the alternative hypothesis (H_1) is accepted.

The statistical test results show that the significance level is $0.000 < 0.05$, which means there is a significant relationship between motivation and employee performance. Thus, the third hypothesis which states "there is a relationship between motivation and employee performance" is accepted.

Motivation is a key factor that encourages employees to achieve certain goals. According to motivation theories such as Herzberg's Two-Factor Theory and Motivation-Hygiene Theory, intrinsic and extrinsic motivation can significantly influence employee performance. The results of this study support these theories, showing that motivated employees tend to have better performance.

Intrinsic motivation comes from within the individual, such as a sense of personal satisfaction and achievement. Meanwhile, extrinsic motivation involves external factors such as financial incentives and recognition. Both play an important role in improving employee performance.

Motivation is a key factor that encourages employees to achieve certain goals. According to motivation theories such as Herzberg's Two-Factor Theory and Motivation-Hygiene Theory, intrinsic and extrinsic motivation can significantly influence employee performance. The results of this study support these theories, showing that motivated employees tend to have better performance.

Intrinsic motivation comes from within the individual, such as a sense of personal satisfaction and achievement. Meanwhile, extrinsic motivation involves external factors such as financial incentives and recognition. Both play an important role in improving employee performance.

Performance is organizational behavior that is directly related to the production of goods or services (Simamora, 2004). Performance is often thought of in terms of achieving tasks, while the definition of tasks is the activities required by workers. Performance includes effort, loyalty, leadership ability, and work morale. Performance assessment can be seen from three sides: indicating behavior at work, achieving real work results (outcomes), and assessing factors such as drive, loyalty, initiative, potential, leadership, and work morale.

In other words, employee performance is the result of the employee's work in carrying out his work within a certain period by following the work standards that have been set. The results of this work can be seen from the output produced.

The results of this research indicate that there is a significant relationship between motivation and employee performance. Organizations that successfully increase the motivation of their employees will see improved performance, which in turn can increase the productivity and efficiency of the organization as a whole.

4.4. The Relationship of Organizational Culture to Employee Performance

The research results show that the relationship between organizational culture and employee performance produces a p-value of 0.774. The test results show that the significant level is <0.05 (5%). This means that there is no significant relationship between organizational culture and performance.

The results of statistical testing show that the p-value is 0.774. In the context of statistical analysis, if the p-value is greater than 0.05, then the result is considered not significant. This means that the null hypothesis (H_0) which states there is no relationship between organizational culture and employee performance cannot be rejected, and the alternative hypothesis (H_1) which states there is a relationship between the two variables is not accepted.

The significance level obtained from the statistical test results is 0.774, which is greater than 0.05, which means there is no significant relationship between organizational culture and employee performance. Thus, the hypothesis which states "there is a relationship between organizational culture and employee performance" is rejected.

Organizational culture is often considered as an important factor that can influence employee performance. Organizational culture includes the values, beliefs and norms implemented in the organization which are expected to influence employee behavior and performance. However, the results of this study show that in the context studied, organizational culture does not have a significant influence on employee performance.

Performance is a translation of the word "performance" which means doing, carrying out, carrying out, displaying, or doing something that is expected by someone. Performance can also be interpreted as success in carrying out tasks and producing an output in the form of a specific work function or activity within a predetermined time. Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him.

Good performance in an organization really depends on the quality of the human resources it has. Quality human resources will be able to carry out their duties well so that organizational goals can be achieved effectively and efficiently.

Even though organizational culture did not show a significant relationship to employee performance in this research, it is important for organizations to continue to pay attention to and develop a positive culture. Several practical steps that remain relevant for improving employee performance include Employee Competency Development: Providing training and development to improve employee skills and abilities. Fair Performance Evaluation: Implement a fair and transparent performance evaluation system to encourage employees to achieve maximum results. Conducive Work Environment: Creating a work environment that supports employee productivity and well-being.

The success of an organization cannot be separated from the good performance of an employee. Where the goals of an organization will be achieved well if it has quality employees or human resources. Resources are sources of energy, power, strength (power) needed to create power, movement, activity, activities and actions. So creating good performance in an organization depends on the performance of employees who are engaged in carrying out the organization's goals. Employees are not only objects in achieving success for an organization but also as actors in the success of that organization.

Performance is a translation of the word performance which means doing, carrying out, carrying out, displaying, doing something that is expected by someone. Performance can also be interpreted as success in carrying out tasks and producing an output in the form of a specific work function or activity within a predetermined time. Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him

Thus, performance is the ability or skills possessed by a person or group of people in an organization who carry out their work with maximum work results in terms of quantity, quality and time used in carrying out their duties, so that they can achieve organizational goals effectively and efficiently.

The results of this research indicate that there is no significant relationship between organizational culture and employee performance. The success of an organization really depends on the quality performance of employees, where employees are the main actors in achieving organizational goals. Therefore, even though organizational culture does not show a significant influence, attention to human resource development is still important to achieve optimal performance.

4.5. The Relationship between Innovative Behavior and Employee Performance

The research results show that the relationship between innovative behavior and employee performance produces a p-value of 0.675. The test results show that the significant level is <0.05 (5%). This means that there is no significant relationship between innovative behavior and performance.

Statistical testing carried out shows that the p-value is 0.675. In the context of statistical analysis, if the p-value is greater than 0.05, then the result is considered not significant. This means that the null hypothesis (H_0) which states there is no relationship between innovative behavior and employee performance cannot be

rejected, and the alternative hypothesis (H1) which states there is a relationship between the two variables is not accepted.

The significance level obtained from the statistical test results is 0.675, which is greater than 0.05, which means there is no significant relationship between innovative behavior and employee performance. Thus, the hypothesis which states "there is a relationship between innovative behavior and employee performance" is rejected.

Innovative behavior is often considered as an important factor that can influence employee performance. Innovative behavior includes employee actions in generating new ideas and creative solutions to solve workplace problems. However, the results of this study show that in the context studied, innovative behavior does not have a significant influence on employee performance.

Organizational culture plays an important role in the organizational environment and influences various aspects, including individual behavior. Organizational culture is the characteristic of a company or organization that influences the way a person behaves and is the basis for organizational development and the policies chosen.

According to Edison, Anwar, and Komariyah in Bodroastuti (2018), dimensions and indicators in organizational culture include Aggressiveness: Organization members dare to make decisions and set challenging goals. Self-Awareness: Organizational members are aware of their contributions and work to achieve performance satisfaction. Team Orientation: Every member can work together and communicate well in the team. Personality: Organization members have an open and friendly attitude towards fellow members. Performance: Organization members show creativity in their work. A strong organizational culture can influence individual behavior, including innovative behavior, although in this study no significant relationship was found between innovative behavior and employee performance.

The results of this study indicate that there is no significant relationship between innovative behavior and employee performance. However, organizational culture still plays an important role in creating a conducive work environment and supporting individual development. Therefore, even though innovative behavior is not directly related to performance, efforts to create a positive organizational culture are still important to achieve organizational goals effectively and efficiently.

4.6. The Relationship of Organizational Culture to Performance through Motivation

The research results show that the relationship between organizational culture and performance through motivation is significant at 0.000. The test results show a significant level of relationship between Organizational Culture and Performance through Motivation.

A p-value of 0.000 indicates that the results of this research are very significant. In statistical analysis, a p-value smaller than 0.05 indicates that there is strong evidence to reject the null hypothesis (H0) which states there is no relationship between these variables. In this context, the results show that organizational culture has a significant influence on employee performance through motivation.

Motivation is the encouragement that occurs in organizational members to work in accordance with the organization's vision and mission. When organizational members have good and positive thoughts in a comfortable organizational atmosphere, this can be a strong cause and reason to motivate them to work optimally. Work motivation has a big impact on the running of an organization because it directly influences the performance of members or employees.

Work motivation is defined as anything that can bring passion, desire and energy within a person that can provide direction and maintain behavior to achieve the expected goals (Sitorus, 2020). Work motivation rises or falls depending on various factors, and these fluctuations affect the performance of an organization member or company employee. Therefore, it is important to uphold work motivation with a good personality, because motivation based on wrong principles can cause harm to individuals and organizations (Taruh, 2020).

Organizational culture is an important factor that influences many aspects of an organization, including members' work motivation. A good organizational culture is in line with the level of work motivation of its members. When the organizational culture is strong in creating an atmosphere that supports and satisfies members, this can increase their work motivation (Weerasinghe, 2017).

Motivation is a situation where there is an urge that occurs in members of an organization to be able to work in accordance with the vision and mission of an organization that is being run so that members of the organization can take action. When members of an organization have good and positive thoughts in a comfortable organizational atmosphere, that can be one of the causes and strong reasons for organizational members in their motivation to work in an organization so that their work will be optimal. Work motivation for a member or employee will certainly have a big impact on the running of a company or organization because it will directly influence the performance of the member or employee. A person's expertise is the first measure of improving performance shown in work results. The majority of people who work or participate in organizations of course want to carry out their work wholeheartedly, give their best and achieve maximum results. Work motivation is an effort that can generate, maintain an appropriate individual attitude in the work environment and direct. This work motivation the background to a person's attitude within the organization. Work motivation is defined as anything that can bring passion, desire and energy within oneself that can influence, provide direction and also maintain behavior to achieve the expected goals (Sitorus, 2020).

Work motivation will rise or fall in carrying out work, the rise and fall of this motivation will certainly affect the performance of an organization member or company employee. Of course, work motivation needs to be enforced according to each individual's personality because encouragement or movement towards work motivation that is based on wrong principles will result in personal and organizational losses (Taruh, 2020). In an organization, when the culture formed is a good culture, it will be in line with the level of work motivation of its members. If the organization also has a strong culture in creating an atmosphere and making organizational members satisfied, then this can also increase the work motivation of organizational members (Weerasinghe, 2017).

4.7. The Relationship between Innovative Behavior and Performance through Motivation

The research results show that the relationship between innovative behavior and performance through motivation is significant at 0.004. The test results show a significant level of relationship between innovative behavior and performance through motivation.

The p-value of 0.004 indicates that the results of this study are significant. In statistical analysis, a p-value smaller than 0.05 indicates that there is strong evidence to reject the null hypothesis (H_0) which states there is no relationship between these variables. This means that innovative behavior has a significant effect on employee performance through motivation.

Innovative behavior is all a person's behavior aimed at creating, introducing and implementing something new and useful in various settings. Employees who have innovative behavior are required to be more creative in carrying out and completing their tasks quickly. If innovative behavior increases, it will automatically affect employee performance.

People who have innovative behavior usually think critically and try to always make changes in their environment, from traditional to modern or from undeveloped to more advanced. This behavior involves the ability to create new ideas and their implementation in daily work.

Achievement motivation is a person's effort to achieve the highest ability, overcome challenges, and achieve success in competition in an excellent way. According to Djaali (2012: 109), achievement motivation is defined as the ability to overcome challenges and the encouragement to carry out a task as well as possible, which refers to standards of excellence. This motivation can be measured through one's own previous achievements or the achievements of others. Achievement motivation encourages individuals to try harder in their work, which in turn improves performance. In an organizational context, achievement motivation is important to achieve strategic and operational goals. Apart from innovative behavior and achievement motivation, organizational culture also influences employee performance. A good organizational culture creates an environment that supports innovative behavior and achievement motivation. This research is in line with research by Ester Dwi Warni (2014) which shows that organizational culture has a significant and positive influence on employee performance. The results of this research have several practical implications for human resource management in organizations. Development of Innovative Behavior: Organizations need to encourage innovative behavior through training and development that focuses on creativity and problem solving. Achievement Motivation Program: Designing programs that can increase employee achievement motivation,

such as achievement recognition and incentive systems. Supportive Organizational Culture: Building an organizational culture that supports innovation and achievement motivation, so that employees feel encouraged to achieve maximum results.

Apart from organizational culture and achievement motivation, factors that influence employee performance are innovative behavior. Where employees are required to be more creative in carrying out and completing their tasks quickly, so that if their innovative behavior increases it will automatically affect employee performance. Because someone who has innovative behavior is someone whose daily attitude is to always think critically, trying to ensure that there is always change in their environment which is towards renewal from traditional to modern, or from attitudes that have not yet advanced to attitudes that are already advanced. Innovative behavior is all a person's behavior aimed at creating, introducing and implementing something new and useful in various settings.

The results of this research state that organizational culture influences employee performance, in line with research by Ester Dwi Warni (2014) which shows that there is a significant influence in the positive direction of organizational culture on employee performance.

Achievement motivation is a person's effort to maintain their highest abilities, overcome challenges and achieve success in competition in an excellent way. The way to measure excellence can be in the form of your own previous achievements or the achievements of others. This is in accordance with the theory put forward by Djaali (2012: 109), achievement motivation is defined as the ability to overcome challenges and the encouragement to do a task as well as possible, which refers to standards of excellence.

The results of this research indicate that there is a significant relationship between innovative behavior and performance through motivation. Innovative behavior, supported by achievement motivation and a positive organizational culture, can significantly improve employee performance. Therefore, organizations need to pay attention to and develop innovative behavior and create programs that can increase achievement motivation to achieve optimal performance.

V. CONCLUSION

Based on the research results, it can be concluded that:

1. There is a significant relationship between Organizational Culture and Motivation, this is obtained from the p value, which is 0.000.
2. There is a significant relationship between innovative behavior and motivation, this is obtained from the p value, which is 0.000.
3. There is a significant relationship between motivation and employee performance, this is obtained from the p value, which is 0.000.
4. There is no relationship between Organizational Culture and Employee Performance, resulting in a p-value of this value obtained from the p-value result, which is 0.774.
5. There is no relationship between Innovative Behavior and Employee Performance. This is obtained from the results of the p value, which is 0.675.
6. There is a relationship between organizational culture and performance, this is obtained from the p value, which is 0.000.
7. There is a relationship between innovative behavior and performance, this is obtained from the p value, which is 0.000.

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