

THE INFLUENCE OF ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL SUPPORT AND EMPLOYEE COMPETENCY ON EMPLOYEE INNOVATION, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL PERFORMANCE OF VILLAGE-OWNED ENTERPRISES IN BALI PROVINCE

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Abstract:

This study aims to determine the effect of organizational culture, transformational leadership, organizational support and employee competence on employee innovation, organizational commitment and organizational performance of Village-Owned Enterprises (Badan Usaha Milik Desa) in Bali Province. The study population was 583 employees. Using the Slovin formula with a tolerance of 5%, the number of samples was 273 respondents. Test the model with Generalized Least Square Estimation (GLS), structural equation model analysis (SEM). The test results show that the model (fit) can be seen from the values of GFI, AGFI, TLI, CFI, RMSEA and CMIN / DF, which are 0.928, 0.912, 0.958, 0.967, 0.067 and 0.514 all within the range of expected values so that the model can be received. The results showed that: 1). Organizational culture influences innovation, organizational performance, and does not affect organizational commitment. 2). Transformational leadership influences innovation, organizational commitment, and organizational performance. 3). Organizational support influences innovation, organizational commitment, and organizational performance. 4). Competence affects organizational performance, and does not affect organizational commitment. 5). Innovation has no effect on organizational performance. 6). Organizational commitment influences the performance of Village-Owned Enterprises.

Keywords: Organizational Culture, Organizational Support, Competence, Innovation, Organizational Commitment, Organizational Performance.

INTRODUCTION

In Indonesia, financial institutions are generally grouped into two groups, namely bank financial institutions and non-bank financial institutions. One of the non-bank financial institutions that is alive, growing and developing in Bali is the Village Credit Institution (LPD). This financial institution is a business entity owned by the Traditional Village (formerly called Pakraman Village). The difference between a Village Credit Institution (LPD) and a Village-Owned Enterprise (Village-Owned Enterprise) is that the LPD managed is the money in the Traditional Village and the profits are enjoyed by the people who live in the local Traditional Village. Many profits from the Village Credit Institution (LPD) are used for traditional ceremonies in Bali such as piodalan, cremation and so on. Meanwhile, Village-Owned Enterprises (Village-Owned Enterprises) are managed by the Village Service with various types of management such as managing tourism, clean water and other types of business and the profits are used to support development in the local village.

Law Number 6 of 2014, article 1, paragraph (2) concerning Villages explains that the Village Government is "the administration of Government affairs and the interests of local communities in the Government system of the Unitary State of the Republic of Indonesia", while the organizer is the Village Government, namely the Village Head or who are called by other names, and who are assisted by village officials. Where, the implementation of Village Government is based on the principles of: Legal Certainty, orderly government administration, orderly public interests, openness, proportionality, professionalism, accountability, effectiveness and efficiency, local wisdom, diversity and participatory Solekhan (2014). As an organizing element of village government, the village government has functions, one of which is: carrying out community development and development, and carrying out development of the village economy.

Taking into account the large role of Village-Owned Enterprises in providing alternatives to several assistance and grant programs, it is necessary to have a good management concept including: the management of Village-Owned Enterprises must be open and known to the public. Management of Village-Owned Enterprises must be accountable to the village community by following applicable rules and regulations. Management of Village-Owned Enterprises must provide results and benefits to community members in a sustainable manner (Solekhan, 2014).

So that the management of village potential is more focused, the community is encouraged to form a Village-Owned Enterprise because a Village-Owned Enterprise is a joint venture owned by the entire village community, where its formation is carried out through village deliberations involving the village government and all elements of society, therefore a leadership role is needed. authorities so that all these hopes can be realized.

The amount of funds disbursed by the government in 2017 was IDR. 60 trillion. The amount of funds transferred by the central government to villages via district regional governments is increasing from year to year. The increase in the national budget will also have

an impact on increasing the amount of funds received by the provincial government, especially the Province of Bali (Indonesian Ministry of Finance, processed in 2019).

This research aims to examine and analyze a number of aspects including the influence of organizational culture, transformational leadership, organizational support, competence, innovation, organizational commitment and the performance of Village-Owned Enterprises. With the background of the problem that has been described and the research objectives set, this dissertation is expected to provide theoretical benefits by enriching scientific insight, especially in the field of organizational behavior in Village-Owned Enterprises in Bali Province. The practical benefits of this research will be realized in the form of suggestions and input for the management of Village-Owned Enterprises in Bali Province in managing aspects that influence the performance of their apparatus, such as leadership, organizational culture, competence and innovation, so that they can contribute positively to the Enterprise. Belongs to a village in Bali Province.

RESEARCH METHODS

This research uses quantitative methods with a descriptive and verification approach to present a factual picture and test the relationship between variables. The research population consisted of 583 employees of Village-Owned Enterprises (Village-Owned Enterprises) in Bali Province, and a sample of 237 respondents was selected using a purposive sampling method. This research identified a number of variables including independent variables (organizational culture, situational leadership, organizational support, and competence), intermediate variables (innovation and organizational commitment), and dependent variables (organizational performance).

This research applies comparative causal research methods. In this research, the data collection instrument used was a questionnaire. Likert scale to measure respondents' attitudes towards research variables. The research was conducted within the Village-Owned Enterprises (Village-Owned Enterprises) in Bali Province between December and February 2020. Primary data was collected by distributing questionnaires to respondents selected proportionally according to the research criteria.

Data analysis in this research uses the Structural Equation Modeling (SEM) method to test the hypothesis. The steps in data analysis involve developing a model based on theory, converting flowcharts to equations, selecting input matrices and model estimation, problem identification, evaluating goodness of fit criteria, and interpreting and modifying the model. Evaluation of the goodness of fit of a model is carried out by examining a number of fit indices, such as Chi-square, GFI, AGFI, TLI, CFI, and RMSEA, which must meet certain cut-off values to be accepted. Apart from that, validity and reliability tests were also carried out to ensure that the instruments used were valid and had high consistency.

RESULTS AND DISCUSSION

Table 1. Pearson Correlation Validity Test Results

Indikator	Korelasi Pearson	Sig.	Sig a (stardar)	Information
Organizational Culture				
X1.1 – x1	0.896**	0.000	< 0.05	Valid
X1.1 – x2	0.790**	0.000	< 0.05	Valid
X1.2 – x3	0.866**	0.000	< 0.05	Valid
X1.2 – x4	0.911**	0.000	< 0.05	Valid
X1.3 – x5	0.739**	0.000	<0.05	Valid
X1.3 – x6	0.875**	0.000	< 0.05	Valid
X1.4 – x7	0.895**	0.000	< 0.05	Valid
X1.4 – x8	0.805**	0.000	< 0.05	Valid
X1.5 – x9	0.893**	0.000	< 0.05	Valid
X1.5 – x10	0.927**	0.000	< 0.05	Valid
Transformasional Leadership				
X2.1 – x11	0.734**	0.000	< 0.05	Valid
X2.1 – x12	0.901**	0.000	< 0.05	Valid
X2.2 – x13	0.884**	0.000	< 0.05	Valid
X2.2 – x14	0.932**	0.000	< 0.05	Valid
X2.3 – x15	0.895**	0.000	<0.05	Valid
X2.3 – x16	0.931**	0.000	< 0.05	Valid
X2.4 – x17	0.643**	0.000	< 0.05	Valid
X2.4 – x18	0.841**	0.000	< 0.05	Valid
Organizational support				
X3.1 – x19	0.791**	0.000	< 0.05	Valid
X3.1 – x20	0.622**	0.000	< 0.05	Valid
X3.2 – x21	0.747**	0.000	< 0.05	Valid
X3.2 – x22	0.899**	0.000	< 0.05	Valid
X3.3 – x23	0.766**	0.000	<0.05	Valid
X3.3 – x24	0.666**	0.000	<0.05	Valid
X3.4 – x25	0.773**	0.000	<0.05	Valid
X3.4 – x26	0.627**	0.000	<0.05	Valid
Competence				
X4.1 – x27	0.841**	0.000	< 0.05	Valid
X4.1 – x28	0.609**	0.000	< 0.05	Valid
X4.2 – x29	0.734**	0.000	< 0.05	Valid
X4.2 – x30	0.607**	0.000	< 0.05	Valid
X4.3 – x31	0.602**	0.000	<0.05	Valid
X4.3 – x32	0.881**	0.000	< 0.05	Valid
Innovation				
Z1.1 – x33	0.635**	0.000	< 0.05	Valid
Z1.1 – x34	0.741**	0.000	< 0.05	Valid

Z1.2 – x35	0.672**	0.000	< 0.05	Valid
Z1.2 – x36	0.802**	0.000	< 0.05	Valid
Z1.3 – x37	0.648**	0.000	<0.05	Valid
Z1.3 – x38	0.642**	0.000	< 0.05	Valid
Z1.4 – x39	0.626**	0.000	<0.05	Valid
Z1.4 – x40	0.754**	0.000	< 0.05	Valid
organizational commitment				
Z2.1 – x41	0.831**	0.000	< 0.05	Valid
Z2.1 – x42	0.799**	0.000	< 0.05	Valid
Z2.2 – x43	0.742**	0.000	< 0.05	Valid
Z2.2 – x44	0.886**	0.000	<0.05	Valid
Z2.3 – x45	0.640**	0.000	<0.05	Valid
Z2.3 – x46	0.690**	0.000	<0.05	Valid
Organizational Performance				
Y1 – x47	0.887**	0.000	< 0.05	Valid
Y1 – x48	0.705**	0.000	< 0.05	Valid
Y2 – x49	0.634**	0.000	< 0.05	Valid
Y2 – x50	0.790**	0.000	< 0.05	Valid
Y3 – x51	0.793**	0.000	<0.05	Valid
Y3 – x52	0.798**	0.000	< 0.05	Valid
Y4 – x53	0.626**	0.000	<0.05	Valid
Y4 – x54	0.754**	0.000	< 0.05	Valid

*Correlation is significant at the 0.01 level (2-tailed)

From the results of the Pearson product moment correlation, it is known that all question items in the questionnaire have a significant correlation at an error rate of 5% (** < 0.05), so it can be said that all question items are valid and can be processed further.

Table 2 Reliability Test Results with Cronbach alpha

Variabel	Koefisien Standart		Simpulan
	alpha	Alpha	
Organizational Culture Transformational Leadership	0.697	0,60	ReliabelReliabel
Organizational Support Competence Innovation	0.642	0,60	ReliabelReliabelReliabel
Organizational commitment Organizational performance	0.807	0,60	ReliabelReliabel
	0.658	0,60	
	0.777	0,60	
	0.731	0,60	
	0.763	0,60	

Source: Reliability test results

The results of the reliability test using the Cronbach alpha test in this study show that all research variables are reliable, because all the alpha coefficient values of each research variable are greater than the standard (0.6), so that each question item in the measurement instrument can be used. The value of the corrected item total correlation of all question items is greater than 0.3.

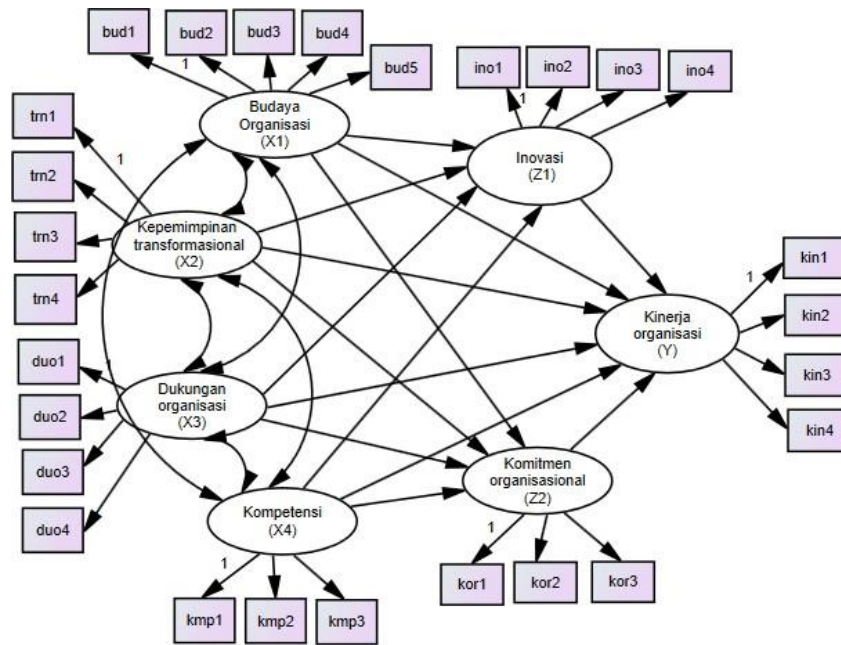


Figure 1. Research SEM Analysis Model

Source: Conceptual Framework (2019)

There are seven latent variables in the model that will be tested, namely: Organizational Culture, Transformational Leadership, Organizational Support, Competence, Innovation, Return, Organizational Commitment and Organizational Performance variables. Organizational culture is formed by 5 indicators, namely: Innovation and risk taking, results oriented, individual oriented, team oriented, and aggressiveness. Transformational leadership is formed by 4 indicators, namely: Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration.

Organizational support is formed by 4 indicators, namely: Income, Attention, Familiarity and Self-development. Competency is formed by 3 indicators, namely: Knowledge, Skills and self-concept. Innovation is formed by 4 indicators, namely: Relative Advantage, Compatibility, Complexity, and Observability. Organizational commitment is formed by 3 indicators, namely: Affective commitment. Organizational performance is formed by 4 indicators, namely: Efficiency in the use of resources, Quality of goods and services, Results of activities compared with the desired goals, and Effectiveness of actions in achieving goals.

Table 3. Test Results Goodness of Fit Index Structural Proposed Model

No	Goodness of Fit Index	Cut-off Value	Hasil Uji Model	Ket.
1	X ² / Chi-Square		874,248	Must be small
2	Significance probability	≥0,05	0,000	Not Enough
3	GFI	≥0,90	0,750	Not Enough
4	AGFI	≥0,90	0,689	Not Enough
5	TLI	≥0,95	0,283	Not Enough

6	CFI	0,94	0,379	Not Enough
7	RMSEA	0,08	0,085	Not Enough
8	Relative X2 (CMIN/DF)	2,00	2,876	Not Enough

Source: Processed by researchers with Amos

From the goodness of fit assessment, the probability is equal to zero (the chi square value is large) so that the null hypothesis cannot be rejected, or accept the null hypothesis which states that the sample covariance and population covariance are not the same. Besides that, there are several other goodness of fit criteria that have not been met, such as TLI, GFI, AGFI and RMSEA, whose values are only close to the desired range. However, from the evaluation of the regression weight, all variables have a causal relationship and have a critical ratio value that is not equal to zero.

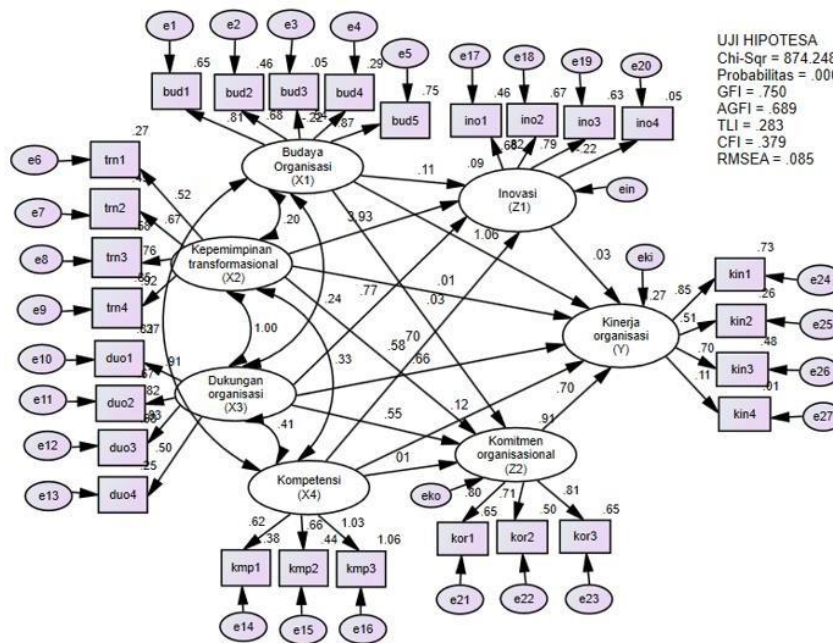


Figure 2 Structural Model of Initial Research (Proposed Model)

Source: Results processed by researchers

This indicates that the research model was accepted but did not meet the specified criteria (standards). Therefore, in this study, no model modifications were carried out, but what was done was index modifications.

Model Fit Test (Goodness of Fit Test)

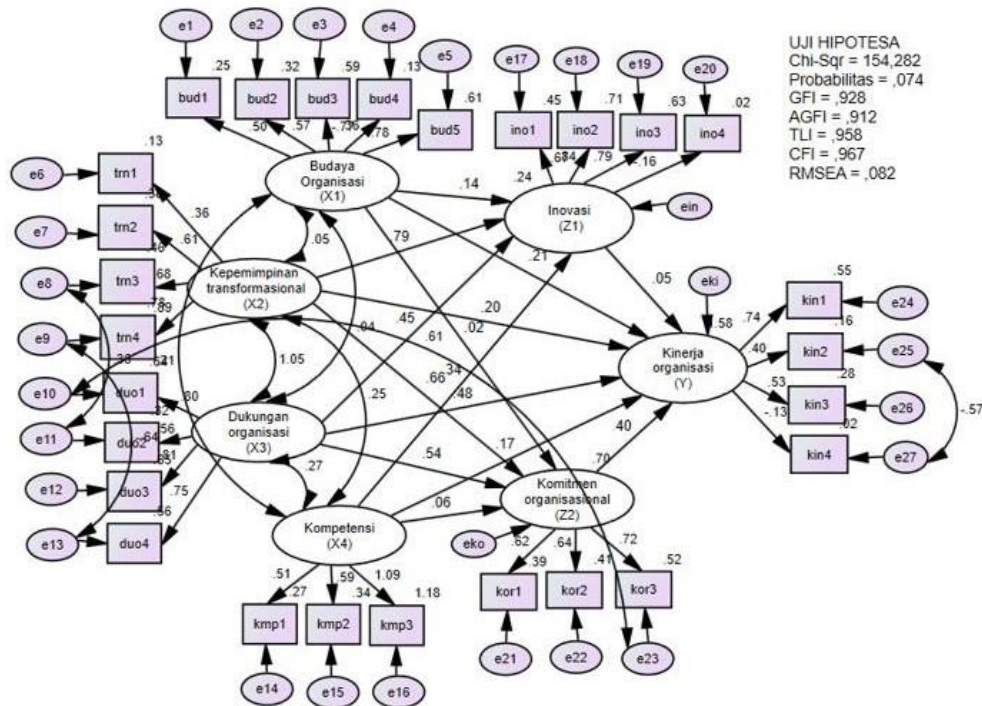


Figure 3 Structural Research Model (Final Model)

Source: Results processed by researchers

Meanwhile the values of GFI, AGFI, TLI, CFI, RMSEA and CMIN/DF are 0.928, 0.912, 0.958, 0.967, 0.067 and 0.514 respectively, all of which are in the expected range of values so that the model is acceptable (Table 4).

Table 4 Test Results Goodness of Fit Index Structural Final Model

No	Goodness of Fit Index	Cut-off Value	Model Test Result	Informations
1	X2 / Chi-Square		352,724	Good
2	Significance probability	≥ 0,05	0,074	Good
3	GFI	≥ 0,90	0,928	Good
4	AGFI	≥ 0,90	0,912	Good
5	TLI	≥ 0,95	0,951	Good
6	CFI	≥ 0,95	0,958	Good
7	RMSEA	≥ 0,08	0,067	Good
8	Relative X2 (CMIN/DF)	≥ 2,00	0,082	good

Source: Processed researchers

Table 5 Final Model Parameter Estimation

Regression Weights	Estimate	Standardized Estimate	S.E.	C.R.	P
INO → BDY	0.317	0.141	0.390	2.814	0.000

INO	KPTR	2.188	0.794	0.3278.6480.000
INO	DUKO	0.447	0.447	0.3595.2440.000
KOOR	KOM	0.040	0.061	0.0560.7080.479
KOOR	DUKO	0.864	0.544	0.3266.6510.000
KOOR	KPTR	1.022	0.664	0.8447.2100.000
KOOR	BDY	0.029	0.023	0.1541.1880.851
INO	KOM	0.393	0.337	0.1123.5170.000
KIN	INO	0.045	0.049	0.0710.6280.530
KIN	KOOR	0.666	0.404	0.3463.9240.000
KIN	BDY	2.506	0.209	0.1112.8870.000
KIN	KPTR	0.508	0.200	0.7152.7100.000
KIN	DUKO	0.443	0.481	0.2655.6740.000
KIN	KOM	0.179	0.167	0.0732.4380.000

Source: **Processed by researchers**

By paying attention to the regression results in Table 5.27, it is known that the critical ratio (CR) value which is identical to the t test in regression analysis shows that all the regression coefficients are significantly not equal to zero, thus the causal relationship in the model can be accepted.

Table 6 Path Coefficients Between Variables

Regression Weights			Coefisien Jalur	Nilai C.R	Probabilitas (P value)	Keterangan
BDY	↗	INO	0.141	2.814	0.000	Signifikan
BDY	↗	KOOR	0.023	1.188	0.851	Not Sig.
BDY	↗	KIN	0.209	2.887	0.000	Signifikan
KPTR	↗	INO	0.794	8.648	0.000	Signifikan
KPTR	↗	KOOR	0.664	7.210	0.000	Signifikan
KPTR	↗	KIN	0.200	2.710	0.000	Signifikan
DUKO	↗	INO	0.447	5.244	0.000	Signifikan
DUKO	↗	KOOR	0.544	6.651	0.000	Signifikan
DUKO	↗	KIN	0.481	5.674	0.000	Signifikan
KOM	↗	INO	0.337	3.517	0.000	Signifikan
KOM	↗	KOOR	0.061	0.708	0.479	Not Sig.
KOM	↗	KIN	0.167	2.438	0.000	Signifikan
INO	↗	KIN	0.049	0.628	0.530	Not Sig
KOOR	↗	KIN	0.404	3.924	0.000	Signifikan

Source: Researcher's preparation (2021)

Shows in detail the p value and path coefficient between variables in this study.

Analysis of the Coefficient of Determination (R²)

Table 7 Coefficient of Determination (R²)

Variabel Laten	Square Multiple Correlation (R ²)	Keterangan
Commitment (Z2)	0.698	The contribution of the influence of X1, X2, X3 and X4 together to Z2 is 69.8%
Organizational Performance (Y)	0.882	The contribution of the influence of X1, X2, X3, X4, Z1 and Z2 together on Y is 88.2%

Source: Results processed by researchers

Table 7 shows the following: a) 69.8% of the variance in the commitment variable can be explained by the variables organizational culture, transformational leadership, competence and organizational support. b) 88.2% of the variance in organizational performance variables can be explained by organizational culture, transformational leadership, organizational support, competence, innovation and organizational commitment variables.

Organizational culture has a significant influence on the innovation of Village-Owned Enterprise officials

The path coefficient for the organizational culture variable on innovation in Village-Owned Enterprise officials is 0.141 with a critical ratio (CR) value of 2.814 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the organizational culture variable on the innovation of Village-Owned Enterprise officials is significant or reliable. Meanwhile, a positive beta value explains that the influence is unidirectional, meaning that organizational culture contributes to increasing innovation in Village-Owned Enterprise officials, and vice versa, failure to establish organizational culture can reduce the commitment of Village-Owned Enterprise officials. The contribution made in this contribution was 14.1%.

The results of this research are in accordance with the findings of Chen Ching Ching, Riswan E. Tarigan and Hery (2016), proving that there is a relationship between organizational culture and innovation. Also mentioned that innovation plays an important role in the success of a company. The results of this research are also in accordance with the findings of Katarzyna Szczepańska Woszczyzna (2017), stating that there are many benefits to be gained if organizational culture is very strong in a company.

Organizational culture has a significant effect on the organizational commitment of Village-Owned Enterprise officials

The path coefficient of the organizational culture variable on the commitment of Village-Owned Enterprise officials is 0.023 with a critical ratio (CR) value of 1.188 and a probability value of 0.851. The probability value is greater than 0.05, this indicates that the influence of the organizational culture variable on the commitment of Village-Owned Enterprise officials is not significant or cannot be trusted. Meanwhile, a positive beta value explains that the influence is unidirectional, meaning that the organizational culture of the Village-Owned Enterprise apparatus contributes to increasing employee commitment, and vice versa, failure to display organizational culture can reduce employee commitment. The contribution made in this contribution was 2.3%.

The results of this research are in accordance with the findings of Suzanna Josephine Tobing (2006), proving that there is a relationship between organizational culture and organizational commitment. It is also stated that organizational culture has a direct effect on job satisfaction, commitment and organizational performance. The results of this research are also in accordance with the findings of Peter Lok, Jhon Crawford (2004), who prove that there is a relationship between organizational culture and organizational commitment. Organizational culture has a significant effect on the organizational performance of Village-Owned Enterprises.

Organizational culture has a significant effect on the organizational performance of Village-Owned Enterprises

The path coefficient for the organizational culture variable on the organizational performance of Village-Owned Enterprises is 0.209 with a critical ratio (CR) value of 2.887 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the organizational culture variable on the organizational performance of Village-Owned Enterprises is significant or reliable. Meanwhile, a positive beta value explains that the influence is unidirectional, meaning that organizational culture contributes to improving the organizational performance of Village-Owned Enterprises, and vice versa, failure to establish organizational culture can reduce the organizational performance of Village-Owned Enterprises. The contribution made in this contribution was 20.9%.

The results of this research are in accordance with the findings of Christin Yosephin Simbolon (2015), which proves that there is a relationship between organizational culture and performance. Slamet, Armanu Toyib, Djumilah Hadiwidjojo, and Eka Afnan Troena (2013), also show that situational leadership and job satisfaction can directly improve employee performance, and it is proven that with job satisfaction, workers will do good work too.

Transformational leadership has a significant influence on the innovation of Village-Owned Enterprise officials

The path coefficient of the transformational leadership variable on innovation in the Village-Owned Enterprise apparatus is 0.794 with a critical ratio (CR) value of 8.648 and a

probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the transformational leadership variable on the innovation of Village-Owned Enterprise officials is significant or reliable. While the positive beta value explains that the influence is unidirectional, meaning that transformational leadership contributes to increasing innovation in the Village-Owned Enterprise apparatus, and vice versa, failure to form transformational leadership can reduce the commitment of the Village-Owned Enterprise apparatus. The contribution made in this contribution was 79.4%.

The results of this research are in accordance with the findings of Gillet, Nicolas, Evelyne Fouquereau, Ange´lique Bonnaud-Antignac, Rene´ Mokoukolo (2013), showing the existence of a relationship between situational leadership and innovation. The results of this research are also in accordance with the findings of Pane, Jagarin and Sih Darmi Astuti (2009), showing that situational leadership and job satisfaction influence employee performance.

Transformational leadership has a significant effect on the organizational commitment of Village-Owned Enterprise officials

The path coefficient of the transformational leadership variable on the organizational commitment of Village-Owned Enterprise officials is 0.664 with a critical ratio (CR) value of 7.210 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the transformational leadership variable on the organizational commitment of Village-Owned Enterprise officials is significant or reliable.

Meanwhile, a positive beta value explains that the influence is unidirectional, meaning that transformational leadership contributes to increasing the organizational commitment of Village-Owned Enterprise officials, and vice versa, failure to form transformational leadership can reduce the commitment of Village-Owned Enterprise officials. The contribution made in this contribution was 66.4%.

The results of this research are in accordance with the findings of Ghazzawi, Khalil, El-Shoughhari, Radwan, and El-Osta, Bernard (2017), proving that there is a relationship between situational leadership and organizational commitment, and also a positive relationship between situational leadership and employee productivity.

Transformational leadership has a significant effect on the organizational performance of Village-Owned Enterprises

The path coefficient of the transformational leadership variable on the organizational performance of Village-Owned Enterprise officials is 0.200 with a critical ratio (CR) value of 2.710 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the transformational leadership variable on the organizational performance of Village-Owned Enterprise officials is significant or reliable. Meanwhile, a positive beta value explains that the influence is unidirectional, meaning that transformational leadership contributes to improving the organizational performance of the Village-Owned Enterprise

apparatus, and vice versa, failure to form transformational leadership can reduce the performance of the Village-Owned Enterprise apparatus. The contribution made in this contribution is 20.0%.

The results of this research are in accordance with the findings of Nelliana Tandayong and Roy Setiawan (2018), which prove that there is a relationship between transformational leadership and performance.

Organizational support has a significant influence on the innovation of Village-Owned Enterprise officials

The path coefficient of the variable organizational support for innovation in Village-Owned Enterprise officials is 0.447 with a critical ratio (CR) value of 5.244 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the organizational support variable on the innovation of Village-Owned Enterprise officials is significant or reliable. While the positive beta value explains that the influence is unidirectional, meaning that organizational support contributes to increasing innovation in the Village-Owned Enterprise apparatus, and vice versa, failure to form organizational support can reduce the commitment of the Village-Owned Enterprise apparatus. The contribution made in this contribution was 44.7%.

The results of this research are in accordance with Andika Yuniarto (2016), showing that perceived organizational support has a positive and significant effect on innovative behavior. Rizky Prasetya Hadi, Arik Prasetya (2018), which shows that the work environment has a significant effect on employee performance, and the work environment has a significant effect on work motivation, work motivation has an insignificant effect on employee performance, while situational leadership style has an insignificant effect on work motivation, and situational leadership style have a significant effect on employee performance.

Organizational support has a significant effect on the organizational commitment of Village-Owned Enterprise officials

The path coefficient of the organizational support variable on the organizational commitment of Village-Owned Enterprise officials is 0.544 with a critical ratio (CR) value of 6.651 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the organizational support variable on the organizational commitment of Village-Owned Enterprise officials is significant or reliable. While a positive beta value explains that the influence is unidirectional, meaning that organizational support contributes to increasing the organizational commitment of Village-Owned Enterprise officials, and vice versa, failure to form organizational support can reduce the commitment of Village-Owned Enterprise officials. The contribution made in this contribution was 54.4%. The results of this research are in accordance

with the findings of Ketut Metria, I Gede Riana (2018), which shows that there is a relationship between organizational support and organizational commitment.

Organizational support has a significant effect on the organizational performance of Village-Owned Enterprises

The path coefficient of the organizational support variable on the organizational performance of Village-Owned Enterprise officials is 0.481 with a critical ratio (CR) value of 5.674 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the organizational support variable on the organizational performance of Village-Owned Enterprises is significant or reliable. Meanwhile, a positive beta value explains that the influence is unidirectional, meaning that organizational support contributes to improving the organization of Village-Owned Enterprises, and vice versa, failure to form organizational support can reduce the organizational performance of Village-Owned Enterprises. The contribution made in this contribution was 48.1%.

The results of this research are in accordance with the findings of Ronny Riantoko, I Gede Adnyana Sudibya (2017), showing the relationship between organizational support and performance. The implication of this research is that with support from the organization regarding needs in carrying out tasks, it will improve member performance, which in turn improves organizational performance. Gusti Ayu Desy Indrayani, Kadek Rai Suwena, I Wayan Suwendra (2018), show that individual competence and organizational support influence performance.

Innovation has a significant effect on the organizational performance of Village-Owned Enterprises

The path coefficient of the innovation variable on the organizational performance of Village-Owned Enterprises is 0.049 with a critical ratio (CR) value of 0.628 and a probability value of 0.530. The probability value is greater than 0.05, this indicates that the influence of the innovation variable on the organizational performance of Village-Owned Enterprises is not significant or cannot be trusted. While a positive beta value explains that the effect is unidirectional, meaning that innovation contributes to improving the organizational performance of Village-Owned Enterprises, and vice versa, failure to form innovation can reduce the organizational performance of Village-Owned Enterprises. The contribution made in this contribution was 4.9%.

The results of this study are different from the findings of Abdul Karim et al. (2017), proves that there is a relationship between innovation and organizational performance. Bernhard Tewal (2010), proves that there is a relationship between innovation and organizational performance. It also proves that competitive strategy and innovation have a significant influence on company performance.

Commitment has a significant effect on the organizational performance of Owned Enterprises Village

The path coefficient of the commitment variable on the organizational performance of Village-Owned Enterprises is 0.404 with a critical ratio (CR) value of 3.924 and a probability value of 0.000. The probability value is smaller than 0.05, this indicates that the influence of the commitment variable on the organizational performance of Village-Owned Enterprises is significant or reliable. While a positive beta value explains that the influence is unidirectional, meaning that commitment contributes to improving the organizational performance of Village-Owned Enterprises, and vice versa, failure to form commitment can reduce the organizational performance of Village-Owned Enterprises. The contribution made in this contribution was 40.4%. The results of this research are in accordance with the findings of Yuki Gradiannisa and Alice Salendu (2016), showing the relationship between organizational commitment and employee innovation.

CONCLUSION

This research concludes that the model used is successful in explaining the relationship between organizational culture, transformational leadership, organizational support, competence, innovation, organizational commitment, and organizational performance of Village-Owned Enterprises in Bali Province. The results show that these factors have a cascading influence, with organizational culture, transformational leadership, organizational support, and competence positively influencing innovation, organizational commitment, and ultimately, organizational performance. However, innovation does not have a significant effect on organizational performance. The recommendation for companies is to continue to improve organizational culture, organizational commitment and innovation to support the performance of Village-Owned Enterprises.

For other researchers, it is recommended to expand the scope of research to involve provinces throughout Indonesia and consider dividing respondents based on districts/cities. Further research can explore other variables that can influence the organizational performance of Village-Owned Enterprises and deepen the influence of organizational culture, transformational leadership, organizational support, and employee competency on innovation, organizational commitment, and organizational performance of Village-Owned Enterprises.

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