



Influence of Transformational Leadership, Motivation, and Organizational Culture on the Performance of Village Employees in Jepara District

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Transformational leadership, motivation, organizational culture, employee performance.

ABSTRACT

Purpose: This study aims to examine the influence of transformational leadership, motivation and organizational culture on the performance of Village employees in Jepara District. **Methodology:** Theresearch design used is quantitative research. The population in this study is village employees in Jepara sub-district with a total of 82 people. The total population in this study is 82 people. The sampling technique used saturated samples, so that a sample of 82 people was obtained. The primary data needed is collected by survey by distributing a questionnaire using a google form to individuals or individuals. **Results:** The results of this study show that transformational leadership has a significant positive effect on the performance of village employees in Jepara District, motivation has a significant positive effect on the performance of village employees in Jepara District, organizational culture has a significant positive effect on the performance of village employees in Jepara District. **Findings:** This study highlights the importance of good transformational leadership, high work motivation, and maintaining an organizational culture conducive to achieving high employee performance. **Novelty:** This study outlines the interaction between transformational leadership, motivation, and organizational culture in the context of employee performance in government organizations. **Originality:** This study contributes to employee performance regarding the productivity of village employees in Jepara district by overcoming the gap in understanding these variables. **Conclusion:** Practical thinking is a recommendation for village employees in Jepara sub-district to develop strategies to improve employee performance in accordance with the expectations and goals of the organization. The population of this study is village employees in Jepara District. **Type of Paper:** Quantitative empirical research.

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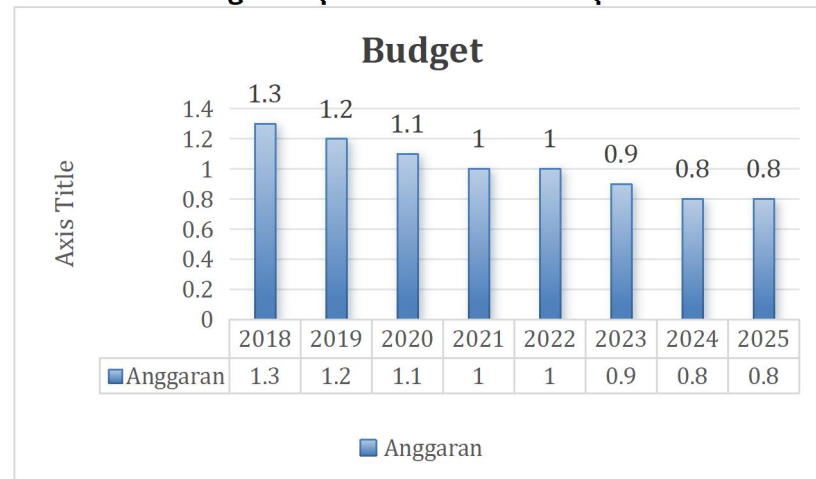
INTRODUCTION

Human resources (HR) are one of the most important and cannot even be separated from an organization, both institutions and companies, Human resources are also the key that determines the development of the company, In essence, human resources are human resources who are employed in an organization as a mover, thinker and planner to achieve the goals of the organization. Employees are not just a resource, but rather in the form of capital or assets for institutions or organizations, here human resources are seen not just as the main asset, but as assets that are valuable and can be multiplied, developed (compare to investment portfolios) and also not the other way around as liabilities (burdens), here the perspective of human resources as an investment for institutions or organizations is more prominent, The definition of human resources can be divided into two, namely the micro definition and the macro definition, The definition of micro human resources is an individual who works and becomes a member of a company or institution and is commonly referred to as employees, laborers, employees, workers, laborers and so on, while the definition of human resources in macro terms is the population of a country that has entered the age of the labor force, both those who have not worked and those who have worked. So comprehensively, the definition of human resources is an individual who works as a driving force for an organization, both institutions and companies and functions as an asset that must be trained and developed in their abilities. Human resources are the main component for every company to achieve its goals. Good management is carried out not only to achieve financial performance from the company's side, but also the goals of employees as part of the company. The strength of human resources is shaped by the character or behavior possessed by each employee as well as the environment in the company. Great attention to human resource development is expected to be a process to maintain and improve quality, so as to have an impact on improving the performance of the company where the employee is located. High employee performance will have direct implications for the company, so the management's attention is focused on how to improve employee performance.

In carrying out their work, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets/objectives or criteria that have been determined in advance and agreed upon. Performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not unlawfully and in accordance with norms and ethics (Rivai, 2020). Effective leadership must give direction to the efforts of all workers in achieving the goals of the organization, Without leadership, the relationship between individual goals and organizational goals may become disoriented, This situation creates a situation where individuals work to achieve their personal goals, while the entire organization becomes inefficient in achieving its goals. Leadership is an inherent ability in a leader that depends on various factors, both internal and external factors. In recent years, many village employees have shown suboptimal productivity, which is reflected in the slow completion of tasks and low achievement of organizational targets. This problem hinders effective public services. The budget available for Panggang Village has decreased significantly, which is mostly allocated for routine activities. This condition makes it difficult to implement community empowerment programs, unless village leaders can take strategic steps, such as establishing communication with regional and provincial council members to realize community aspirations. Previously, during the COVID-19 pandemic, a larger budget allowed the implementation of various work program activities ranging from infrastructure development, community services, to maximum empowerment, considering the high operational costs at that time. The main problem faced today is the limited budget which has an impact on the

inhibition of optimizing the implementation of the performance of village employees in Jepara District.

Figure 1. Limited budget implementation of the performance of village



The factor that plays a role in shaping employee performance is transformational leadership, Mangkunegara in (Cahyono et al., 2014) Defining performance is the result of people's work in terms of the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him within a set period of time. Along with the changes in the increasingly complex and competitive organizational environment, the readiness of leaders is required for the company to survive. According to Suharto in (Cahyono et al., 2014) Transformational leadership is defined as a relationship between a leader and a subordinate that is so close that it creates a very different emotional bond and closeness, subordinates respect and trust their leaders and are motivated to work more than they really are, Cutting-edge leadership models such as transformational leadership, will play an important role for any organization.

Simamora in (Baliartana et al., 2024) Performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authority and responsibility, in an effort to achieve the goals of the organization concerned legally, not unlawfully and in accordance with morals and ethics. Dahlan in (Stuart & Scott, 2024) It means that performance can be interpreted as the result of work achieved by an employee or a group of employees in the organization according to their respective obligations, in order to obtain the organization's mission legally without ignoring the law and in accordance with ethics.

Based on the opinion of Mangkunegara in (Immanuel Victor, 2024), employee performance is a result of work that includes aspects of quality and quantity obtained by employees in completing their tasks. Performance can be interpreted as an achievement that is reflected in the ability of a person or group to carry out work in an organization with the aim of achieving organizational targets.

Performance (KK) is defined as the achievement or level of individual success while performing specific tasks compared to certain standards or standards in working Rizki in (Nugroho et al., 2024). Experts also reveal that performance is an employee's achievement in his or her job,

referring to the level of success in completing tasks and achieving certain goals. Simamora in (Nugroho et al., 2024).

Leadership is the personality possessed by a board of directors, Leadership is the ability to influence others to want to carry out a job according to their wishes. In other words, leadership is the ability to govern and influence others to carry out a job so that the goals that have been set can be achieved. Robbins & Judge in (Rivai, 2020) Leadership is the ability to influence a group towards achieving goals. transformational leadership is leadership that is opposed to leadership that maintains the status quo, transformational leadership is really defined as true leadership because this leadership really works towards the goal of directing the organization to a goal that has never been achieved before, leaders in real life must be able to direct the organization in a new direction in (Rivai, 2020). According to Bass and Silin in (Yukl, 2010) states that transformational leadership consists of four components: 1) Charisma, 2) Individual Consideration, 3) Intellectual Stimulation, 4) Inspirational, transformational leadership has the ability to identify challenges and opportunities at the village level and motivate the community to actively participate in the necessary change efforts. According to Suryo's research in (Adinata, 2015) which proves that transformational leadership has a positive effect on employee performance. According to Ritawati's research in (Adinata, 2015) which proves that transformational leadership has a positive effect on employee performance. According to Susanto & Aisiyah's research in (Adinata, 2015) Transformational leadership has a positive effect on employee performance.

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According to Nurhalim in (Stuart Scott, 2024), Transformational leadership is a leadership style in which leaders work closely with the team to identify needed changes, create a vision to guide change through inspiration, and execute those changes together with committed team members.

According to Robbins and Judge in (Baliartana et al., 2024) Transformational leadership is included in the theory of modern leadership whose ideas were originally developed by James McGroger Burns, who explicitly raises a theory that transformational leadership is a process in which leaders and their subordinates strive to achieve a higher level of morality and motivation. Robbins and Judge in (Stuart & Scott, 2024) Giving an opinion, a transformational leader is a leader who encourages his subordinates to go beyond individual interests for the benefit of the organization.

According to Mulyasa in (Adinata, 2015) Motivation is a driving force or pull that causes behavior towards a certain goal, Students will be serious because they have high motivation, A student will learn if there is a motivating factor called motivation. According to Mc, Donald (in Sardiman 2007: 73), mentions that motivation is a change in energy in a person which is characterized by the appearance of "feelings" and preceded by a response to the existence of a goal.

From Mc's understanding, this Donald contains three important elements, namely: That motivation initiates the change of energy in every human individual (even though the motivation arises from within humans), the appearance will concern human physical activities. Motivation is characterized by the emergence of feelings/"feelings" that are relevant to psychiatric, affective and emotional problems and can determine human behavior. Motivation will be stimulated because there are goals and these goals will be related to needs.

Motivation is a person's motivation to do activities and is a strength that exists in that person, Employee work motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what they want. Robbins in (Novitasari, 2022) argues that motivation is a process that determines the intensity, direction, and perseverance of individuals in trying to achieve goals. Meanwhile, Hasibuan in (Novitasari, 2022) argues that motivation is what causes, channels and supports human behavior, so that they are willing to work hard, and are enthusiastic about achieving optimal results. Motivation can encourage people to find innovative solutions to problems faced by the village, such as infrastructure, the environment, or social welfare. According to Juhana & Yahya's research in (Adinata, 2015) which proves that motivation has a positive effect on employee performance. According to Susanto & Aisiyah's research in (Adinata, 2015) which proves that motivation has a positive effect on employee performance.

According to Juhana & Yahya's research in (Adinata, 2015) which proves that motivation has a positive effect on employee performance. According to Susanto & Aisiyah's research in (Adinata, 2015) which proves that motivation has a positive effect on employee performance. Motivation for employee performance can be explained with several logics. First, Maslow's theory of needs states that employees tend to be more motivated when their basic needs such as food, shelter, and security are met. Furthermore, the theory of expectation says that employees are motivated when they believe that their efforts will produce the desired results and that those results will be rewarded. Lastly, mastery theory states that employees are motivated when they have the opportunity to learn, grow, and feel competent in their jobs.

Motivation comes from the Latin word "Movere" which means "drive or driving force". Motivation is a desire stimulator of a person's willingness to work, each motive has a specific goal to be achieved. This encouragement aims to activate people or employees so that they are excited and can achieve the desired results. Seniwoliba & Nchorbono in (Eka Safitri Tiya et al., 2024) Motivation is the complex of starting and keeping a person at work in an organization. According to Patandung & Deni in (Nata & Perkasa, 2023) Stating that motivation is the process of influencing or encouraging someone or a group of workers from the outside so that they want to carry out something that has been set. Meanwhile, according to Liang Gie in Samsudin, motivation is the work done by managers in providing inspiration, enthusiasm and encouragement to others, in this case employees, to take certain actions.

The motivation that exists in a person will manifest a behavior that is directed towards the goal of achieving the goal of satisfaction. So motivation is not something that can be observed but is something that can be inferred to exist because of an apparent behavior. According to Mulyasa in (Adinata, 2015) Motivation is a driving force or pull that causes behavior towards a certain goal, Students will be serious because they have high motivation, A student will learn if there is a motivating factor called motivation. Motivation for employee performance can be explained with several logics. First, Maslow's theory of needs states that employees tend to be more motivated when their basic needs such as food, shelter, and security are met. Furthermore, the theory of expectation says that employees are motivated when they believe that their efforts will produce the desired results and that those results will be rewarded. Lastly, mastery theory states that employees are motivated when they have the opportunity to learn, grow, and feel competent in their jobs.

Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, rather than whether they like it or not. That is, culture is a descriptive term, organizational culture is a common perception that is embraced by all members of the organization,

Luthans (in Laksmi 2011:6) stated: Organizational culture is the norms and values that direct the behavior of organizational members, Each member will behave in accordance with the prevailing culture to be accepted by his environment, Furthermore, Druicker in (Tika, 2014) stated that organizational culture is the main solution external and internal problems that are carried out consistently by a group which then passes on to new members as the right way to understand, think and feel about the problems related to the above. According to Sutrisno in (Rivai, 2020) Organizational culture is a set of values, or beliefs, assumptions, or norms that have been in effect for a long time, agreed upon and followed by the members of an organization as a guideline for behavior and solving organizational problems.

A strong organizational culture will help the company in providing certainty to all employees to develop together, grow and develop the company. Robbins in (Arif, 2015) states that culture is a system of common meaning embraced by the members of the organization that distinguishes the organization from other organizations Understanding of organizational culture needs to be instilled from an early age in employees. If at the beginning of the work, they enter the company with various different characteristics and expectations, then through training, orientation and self-adjustment, employees will absorb the company culture which will then develop into a group culture, and finally be absorbed as a personal culture. If the process of internalizing the company's culture into a personal culture has been successful, then employees will feel identical to their company, feel integrated and there are no obstacles to achieve optimal performance, This is a mutually beneficial condition, both for the company and employees, A good organizational culture can help in the development of effective leadership in the village, who is able to lead with integrity, transparency, and focusing on the interests of the community. Ineffective communication: A lack of clear and open communication can hinder collaboration and understanding among employees. The results of the study show that organizational culture has a significant positive effect on employee performance. However, the extent of this effect varied between studies. This shows that the symptoms of employee discipline that are not good, absenteeism or not coming to work for no reason (absence) is a situation that is not favorable for the village office in Jepara District. According to the research of Hardiyana et al., in (Adinata, 2015) proving that organizational culture has a positive effect on employee performance. According to Trang's research in (Adinata, 2015) which proves that organizational culture has a positive effect on employee performance. According to Susanto & Aisiyah's research in (Adinata, 2015) Organizational culture has a positive effect on employee performance.

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According to Badeni in (Fitriana Dewi S, Astri Nur Rahmawati, 2021) Explains that organizational culture is a set of values, assumptions, and behavior standards that develop and are believed by most members of the organization as a reference in running an organization or solving organizational problems, both internally (increasing effectiveness, efficiency, and integrity) and facing external problems. Organizational culture becomes a common reference among humans in

interacting in an organization, if people join an organization, then they will bring the values and beliefs that have been taught to them by Ariesta in (Maduningtias et al., 2022).

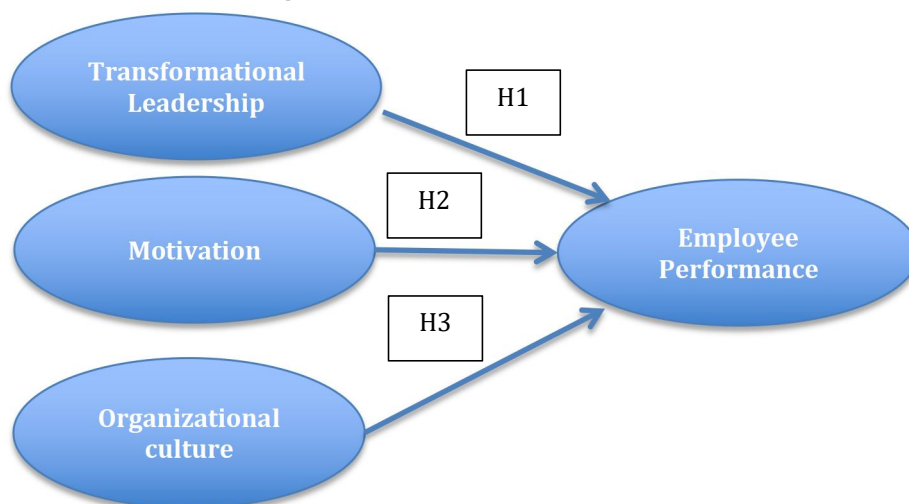
Organizational culture is a set of values, beliefs and norms that have been in force for a long time, agreed upon and followed by the members of an organization as a guideline for behavior and solving organizational problems. (Sarumaha, 2022) Organizational culture has a very important role in efforts to achieve organizational goals, because it is the habits that occur in the organizational hierarchy that represent the behavioral norms followed by the members of the Susilowati and Nukhilizah organization employees in (Sarumaha, 2022).

METHOD

Analysis Method

This type of research is a quantitative approach that aims to analyze how much influence the variables of transformational leadership, motivation, and organizational culture on the performance of village employees in Jepara District. In this study, the variables studied consisted of independent variables, namely, transformational leadership (X1), motivation (X2), and organizational culture (X3). and the bound variable, namely employee performance (Y). The framework used to demonstrate the process of testing relationships between variables will be described as follows:

Figure 1. Frame of Mind



To determine the limitations of this study, the following hypotheses between variable relationships are proposed:

H1 : The Positive Influence of Transformational Leadership on the Performance of Village Employees in Jepara District

H2 : The Positive Influence of Motivation on the Performance of Village Employees in Jepara District

H3 : The Positive Influence of Organizational Culture on Employee Performance in Jepara Village

The population in this study is village employees in Jepara sub-district with a total of 82 people. Sampling is the process of selecting a number of elements from the population being studied to be sampled, and understanding the various traits or characteristics of the subjects that are used as samples that can be generalized from population elements, Handayani (2020) Sampling using saturated sampling. Methods that can be used to collect primary data through observation by distributing a questionnaire using a google form to individuals or individuals, In this study, data is taken from a questionnaire filled out directly by the respondents, the researcher distributes a questionnaire, namely providing a list of questions to the respondents and respondents choose several available alternative answers, The data collection method in this study uses a questionnaire,

Questionnaire is a data collection method that is carried out by giving questions to respondents with questionnaire guidance, Questionnaires in this study use open-ended and closed-ended questions.

RESULTS AND DISCUSSION

RESULTS

Descriptive Analysis

Respondents This study involved 82 village employees in Jepara District. This study uses a sample of 82 respondents taken from the population of village employees in Jepara District which totals 82 people. All research samples were given questionnaires in the form of google forms, questionnaires were distributed as many as 82 questionnaires, out of the total questionnaires distributed by respondents who filled out as many as 82 respondents, so all samples filled out questionnaires. The characteristics of the respondents included gender, age, and length of service, which are distributed as shown in Table 1 below:

Table 1. Characteristics of the respondents

	Sum	Percentage
Gender		
Man	66	80,4%
Woman	16	19,5%
Age		
20-30	21	25,6%
31-40	21	25,6%
41-50	21	25,6%
51-60	19	23,2%
Long Time Working		
1-5	30	36,5%
5-10	24	29,3%
>10	28	34,2%

Source: Primary Data Analysis (2024)

Based on the table above, it can be concluded that the most dominant gender of respondents is male with 66 people with a percentage of 80.4%, while the lowest is the female gender of 16 people with a percentage of 19.5%.

From the table above, it can be concluded that the most dominant age of respondents is 20-30, 31-40, 41-50 years old which amounts to 21 people with a percentage of 25.6%, while the age of 51-60 years is 19 people with a percentage of 23.2%.

Based on the table above, it can be concluded that the length of work of 1-5 years amounted to 30 people with a percentage of 36.5%, then the length of work of 5-10 years amounted to 24 people with a percentage of 29.3%, and the length of work >10 years amounted to 28 people with a percentage of 34.2%.

Validity Test

The validity test with r table was obtained from the Product Moment Value Table from the degree of freedom (df) = n - 2, n is the number of respondents and significance (error level) used which is 5%, and the number of initial respondents is 82 people, then the r value of the table is 0.1829 and a variable is said to be reliable if it gets a Cronbach alpha > value of 0.6.

Table 2. Validity Test

Inquiry Number	r count	r Table	Information
Transformational Leadership			
KT01	0,809	0,1829	Valid
KT02	0,762	0,1829	Valid
KT03	0,357	0,1829	Valid
KT04	0,318	0,1829	Valid
KT05	0,807	0,1829	Valid
KT06	0,809	0,1829	Valid
Motivation			
MI01	0,650	0,1829	Valid
MI02	0,658	0,1829	Valid
MI03	0,457	0,1829	Valid
MI04	0,453	0,1829	Valid
MI05	0,783	0,1829	Valid
MI06	0,745	0,1829	Valid
Organizational Culture			
BO01	0,786	0,1829	Valid
BO02	0,820	0,1829	Valid
BO03	0,420	0,1829	Valid
BO04	0,384	0,1829	Valid
BO05	0,802	0,1829	Valid
BO06	0,634	0,1829	Valid
Employee Performance			
KP01	0,719	0,1829	Valid
KP02	0,788	0,1829	Valid
KP03	0,536	0,1829	Valid
KP04	0,493	0,1829	Valid
KP05	0,788	0,1829	Valid
KP06	0,822	0,1829	Valid

Source: Processed data, 2024

Based on the results of data processing, all question items in the research variables are valid, because all have an r value of > 0.1829

Reliability Test

Reliability test is a measurement tool used to assess all items or questions in this study. The method applied is to use Cronbach's alpha formula. In general, an instrument is considered reliable if its Cronbach alpha value is more than 0.6.

Table 3. Reliability Test

Variable	Cronbach's Alpha	N of items's
Transformational Leadership	0,850	0,6
Motivation	0,841	0,6
Organizational Culture	0,849	0,6
Employee Performance	0,879	0,6

Source: Processed data, 2024

Based on the results of data processing, the variable questionnaire in the study was reliable, because it had a Cronbach's Alpha value greater than 0.6 (Cronbach's Alpha > 0.6).

Linear Regression

Multiple To analyze using multiple regression line analysis, it is necessary to pay attention to the values listed in the coefficients in the following table: From the results of data processing, multiple regression equations are obtained as follows:

Table 4. Multiple Linear Regression Measurement Results

		Coefficient			
		Unstandardized Coefficients		Standardized Coefficients	
Type		B	Std. Error	Beta	t Sig
1	(Constant)	4,566	0,393		11,628 0,000
	Transformational Leadership	0,145	0,052	0,244	2,805 0,006
	Motivation	0,192	0,050	0,333	3,837 0,000
	Organizational Culture	0,315	0,052	0,526	6,052 0,000

Source: *Processed data, 2024*

From the results of data processing, multiple regression equations were obtained as follows:
 $KP = 4.566 + 0.145 (KT) + 0.192 (MI) + 0.315 (BO)$

1. Constant value of 4.566 means that under the variable conditions of Transformational Leadership (KT), Motivation (MI), and Organizational Culture (BO) are constant, the Organizational Commitment is 4.566.
2. The X1 coefficient is 0.145, meaning that if transformational leadership (X1) experiences an increase of one unit, while the other variable is fixed, the employee performance variable (Y) will increase by 0.145, in other words, the higher the transformational leadership, the higher the employee performance.
3. The X2 coefficient is 0.192, which means that if the motivation (X2) increases by one unit, while the other variable is fixed, the employee performance variable (Y) will increase by 0.192, in other words, the higher the motivation, the increase in employee performance.

4. The X3 coefficient is 0.315, which means that if the organizational culture (X3) experiences an increase of one unit, while the other variable is fixed, the employee performance variable (Y) will increase by 0.315, in other words, the higher the organizational culture, it will increase employee performance.

Classic Assumption Test Normality Test

Based on the results of data processing, the value of Asymp. Sig. (2-tailed) is 0.200c. Based on this value, the decision is that the regression model follows the normal distribution because of the Asymp value. Sig. (2-tailed) of 0.200 is greater than 0.05.

Multicollinearity Test

Based on the results of data processing, the value of the VIF variable is as follows:

Table 1. Multicolnieriity Test

Independent variables	VIVID
Transformational Leadership	1,008
Motivation	1,001
Organizational Culture	1,008

Source : Data processing (2024)

Based on the table, it is known that the VIF values are all below 10, so the conclusion is that the regression model escapes multicollinearity.

Heteroscedasticity test

The following are the results of the heteroscedasticity test from the glycer test.

Table 2. Heteroscedasticity Test

ANNOVA Table	F value calculated	Significance of F
	0,648	0,587

Variable	Calculated t-value	Significance t
Transformational Leadership	0,423	0,673
Motivation	-0,087	0,931
Organizational Culture	1,291	0,200

Source: Primary Data Analysis (2024)

Based on the results of the above data processing, the significance value of F is 0.587 where this value is greater than 0.05, so the conclusion is that the regression model is free from heteroscedasticity.

Determination Test

Table 6. Determination Test

Model Summaryb

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.644a	0,415	0,392	0,17733	1,914

Source: *Processed data, 2024*

The value of the correlation coefficient (R) of 0.644 means that the three independent variables of Transformational Leadership (KT), Motivation (MI), and Organizational Culture (BO) with the bound variable Employee Performance (KK) are very strong.

In the interpretation of the determination coefficient (R Square), if the independent variable is more than two, what is analyzed is the adjusted determination coefficient (adjusted R Square), it is known that the value is 0.392, which means that 39.2 percent of the variation in the variable of Employee Performance (KK) can be predicted by the variables of Transformational Leadership (KT), Motivation (MI), and Organizational Culture (BO) while the remaining 60.8 percent (100-39.2) is explained by other variables outside the model.

Test F

The F test is used to test that each independent variable has a significant effect on the co-bound variable $\alpha = 0.05$ and accepts or rejects the hypothesis, The results of the calculation of the F test can be seen in the following table

Table 7. F Test Results

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	1,739	3	0,580	18,429	0.000b
	Residual	2,453	78	0,031		
	Total	4,192	81			

Source: *Processed data, 2024*

To test whether the model can be used, namely comparing the Sig, In the ANOVA table with the real level (α 0.05%), if the Sig > 0.05 then the model is rejected, but if the Sig < 0.05 then the model is accepted, In table 5 above the Sig value, 0.005 > 0.05 then it can be concluded that the model is not acceptable, the ANOVA analysis is known that together independent variables have a significant effect on the dependent variables, This can be proven from the F value of 18.429 which is greater than the F value of the table (2.72), The model can be used to predict employee performance or it can be said that transformational leadership, motivation and organizational culture together affect employee performance, so that transformational leadership, motivation and organizational culture and affect the performance of village employees in Jepara District.

Hypothesis testing t-test (Partial test)

Judging from table 4, the results of hypothesis testing of each partially independent variable against its dependent variables can be analyzed as follows:

1. Test of Hypothesis Results of the Influence of Transformational Leadership (X1) on Employee Performance (Y). The first hypothesis is that transformational leadership HAS A SIGNIFICANT POSITIVE EFFECT on employee performance, This conclusion is shown from the calculated t value of 2.805 greater than the table t of 1.664 and the significance probability value of 0.006 is smaller than 0.05, From the graph the value is also displayed in the Ho reception area.
2. Test of Hypothesis Results of the Influence of Motivation (X2) on Employee Performance (Y). The second hypothesis is that motivation HAS A SIGNIFICANT POSITIVE EFFECT on employee performance, This conclusion is shown from the calculated t value of 3.837 greater than the

table t of 1.664 and the significance probability value of 0.000 is smaller than 0.05, From the graph the value is also displayed in the Ho reception area.

3. Test of Hypothesis Results of the Influence of Organizational Culture (X3) on Employee Performance (Y). The third hypothesis is that organizational culture HAS A SIGNIFICANT POSITIVE EFFECT on employee performance, This conclusion is shown from the calculated t value of 6.052 is greater than the table t of 1.664 and the significance probability value of 0.000 is smaller than 0.05, From the graph the value is also displayed in the Ho reception area.

DISCUSSION

The influence of transformational leadership on employee performance

It can be explained that transformational leadership has a significant positive effect on the performance of village employees in Jepara District. That way hypothesis 1 is declared accepted, so that transformational leadership relationships affect employee performance. This can happen due to communication. Transformational leadership requires effective and open communication. If communication is done well, then employees will understand the goals and objectives of the organization, so that performance will increase.

The effect of motivation on employee performance

It can be explained that motivation has a significant positive effect on the performance of village employees in Jepara District. That way hypothesis 2 is declared accepted, so that the motivational relationship affects employee performance. This can happen due to self-awareness. Motivation requires high self-awareness, if employees have high self-awareness, they will have strong motivation to improve performance.

The influence of organizational culture on employee performance

It can be explained that organizational culture has a significant positive effect on the performance of village employees in Jepara district. Therefore, Hypothesis 3 is accepted, indicating that organizational culture has a significant positive effect on employee performance. This can occur due to a shared vision and mission. An effective organizational culture in a village begins with a very clear vision and mission. When employees understand and embrace this vision and mission, they tend to be focused and directed in carrying out their duties.

CONCLUSION

In the results of the data analysis, it was concluded that it can be explained, first, transformational leadership has a significant positive effect on the performance of village employees in Jepara District. Second, it can be explained that motivation has a significant positive effect on the performance of village employees in Jepara District. Third, it can be explained that organizational culture has a significant negative effect on the performance of village employees in Jepara District.

Based on the results of data processing and discussion, there are several suggestions that can be given related to the conclusion of the research. First, improving transformational leadership because transformational leadership has been proven to have a significant positive influence on the performance of village employees in Jepara District, the main suggestion is that leaders in villages continue to develop a transformational leadership style. This can be done through training and development of leadership competencies to improve their ability to provide inspiration, motivation, and clear direction to employees, so that their performance can continue to improve. The second is to increase employee motivation based on the findings that motivation has a positive effect on

employee performance, there is a need for efforts to increase the work motivation of village employees.

One of them is by giving awards for work achievements, organizing incentive programs, or providing opportunities for career development. Providing psychological support and paying attention to the needs of employees can also increase their sense of motivation in carrying out their duties. The third is to revitalize the organizational culture considering that organizational culture has a negative effect on employee performance, it is necessary to evaluate the values and norms that exist in the village organizational culture. Third, strengthening organizational values and norms, given that organizational culture positively influences employee performance. Village employees need to be accustomed to upholding the value of discipline, responsibility, and excellent public service. This can be achieved through regular socialization and fostering work behaviors that meet minimum service standards.

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