

The Influence of Transformational Leadership and Work Culture on Work Commitment and Its Implications on the Performance of Village Fund Managers (Survey in Several Districts on Flores Island, East Nusa Tenggara Province)

Agustina Mogi*, Sidik Priadana, & Ester Manik

Universitas Pasundan, Jl. Sumatera No.41, Babakan Ciamis, Kec. Sumur Bandung, Kota Bandung, 40117, Indonesia

Abstract

This research examines the influence of transformational leadership and work culture on work commitment and its implications for the performance of village fund managers on Flores Island, East Nusa Tenggara. The research method used is quantitative research with an explanatory survey approach. Data was collected through interviews, observation, and questionnaires with a Likert scale. Respondents are village fund managers from 6 districts on Flores Island. Hypothesis testing was done using Structural Equation Modeling (SEM) with SmartPLS 3.00 software. The research results show that transformational leadership and work culture significantly influence the work commitment and performance of village fund managers. Strong transformational leadership, characterized by collaboration, honesty, and trust, encourages increased work commitment and performance of village fund managers. Meanwhile, a positive work culture based on integrity, honesty, and accountability contributes to work commitment and performance. High work commitment also positively impacts individual and group performance, increasing motivation, job satisfaction, and the ability to face challenges. Finally, improving the performance of village fund managers on Flores Island requires the development of transformational solid leadership, the formation of a positive work culture based on the values of integrity and accountability, and increasing the work commitment of individual village fund managers. It is hoped that the results of this research can improve the effectiveness of village fund management and services to the community.

Keywords: Transformational Leadership, Work Culture, Work Commitment, Performance

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1. Introduction

The Government of the Republic of Indonesia, in its efforts to achieve national development goals, has established a National Medium Term Development Plan (RPJMN) based on Nawacita. One of the main elements in Nawacita is to develop Indonesia from the outskirts by strengthening regions and villages so that development can be felt more evenly throughout the territory of the Unitary State of the Republic of Indonesia. Law Number 6 of 2014 explains that village development is carried out to improve the welfare of village communities and the quality of human life and overcome poverty through fulfilling basic needs, building village facilities and infrastructure, developing local economic potential, and using natural resources and the environment sustainably.

Village Funds, as explained in Government Regulation Number 60 of 2014, are sourced from the State Revenue and Expenditure Budget (APBN) intended for Villages, which are transferred through the Regency/City Regional Revenue and Expenditure Budget (APBD) and used to finance government administration, implementation of development, community development, and community empowerment. The aim of village funds is to improve the welfare of village communities, strengthen village autonomy, and support development in rural areas to realize inclusive economic growth.

* Corresponding author.

E-mail address: dosen01557@unpam.ac.id

By Permendagri No. 20 of 2018, village funds are managed by the village head and other village officials, namely the village secretary as coordinator, the head of affairs as secretarial staff, and the section head as technical implementer. Village heads responsible for managing village funds can face sanctions from the district/city government if they are late reporting the use of village funds. This sanction can take the form of delaying the distribution of village funds by the authority given. In addition, if village funds are used in a way that is different from priorities, general guidelines, or technical guidelines for activities, or if money is kept in deposits for more than two months, there will be a reduction in village funds. This shows the importance of the quality of performance of the village government, including the village head and other village officials.

Research by Andreas Letik (2019) in the South Central Timor district of East Nusa Tenggara identified factors inhibiting the implementation of village funds, including the low quality of human resources managing village finances, in this case, village funds, lack of active participation from the community, management of village funds that is not yet transparent and accountable, weak organizations supporting community empowerment activities, and a lack of assistance from local village and village assistants. Furthermore, research by Yosefina Itu (2021) in Ende, East Nusa Tenggara, stated that several factors inhibiting the management of village funds include the district being late in issuing Regent Regulations (Perbup) so that the village is too late, village assistants or experts are lacking in guiding village officials in completing the administrative process in distributing village funds, negligence of village officials where village officials still lack awareness in carrying out the tasks that have been given, lack of human resource potential, village officials are still lacking in operating computers or laptops and lack of interest in learning, most village officials do not willing to learn from what he doesn't know so that it has an impact on the work he does.

One of the bases for receiving village funds is the poverty level because village funds that the government has approved in the APBN are calculated based on several factors: a) population, b) poverty level, c) area, and d) level of geographic difficulty. One of the third poorest provinces in Indonesia, according to BPS data for 2022, is the province of East Nusa Tenggara. Poverty is related not only to low levels of income and consumption but also to low levels of education and health, the inability to participate in development, and other problems related to human development. This aspect of poverty can be seen in the condition of people who experience malnutrition, lack access to clean water, live in unhealthy homes, have inadequate health services, and have low levels of education. The condition of the region and people of East Nusa Tenggara has caused village funds to continue to be disbursed, and it has become one of the top 10 provinces that receive village funds.

Of the 21 districts in East Nusa Tenggara, researchers are interested in conducting further research on village fund managers in the districts on the island of Flores with the consideration that, first, Flores Island is the largest island in East Nusa Tenggara so that 42.86 % of the total village funds in East Nusa Tenggara are on this island. Second, 60% of the village heads affected by village fund legal cases in East Nusa Tenggara come from villages on the island of Flores, so it is necessary to study the performance of village fund managers here in more depth. Third, there is easy access between districts on this island because they are on the same mainland with adequate road and transportation infrastructure. Fourth, socio-culturally, the people on the island of Flores are more diverse because they consist of various tribes in East Nusa Tenggara.

Pre-surveys and interviews by researchers show that the performance of village fund managers still needs to be improved in terms of work results and behavior. The work results demonstrated in terms of quality, quantity, timeliness, and cost efficiency are still at a low score, as well as work behavior based on the fundamental values of ASN BerAKHLAK, which appears in the performance assessment of village fund managers is also expected, and this gives a signal strong regarding the performance of village fund managers which is still far from expectations, such as the duties and responsibilities of village fund managers who must complete accountability reports for the implementation of village funds within the specified period which apparently cannot be fulfilled so that their performance is still not adequate. Another aspect needed to manage village funds is the work commitment of the village head and village officials as village fund managers because managing village funds is not a simple job. It must be by applicable regulations and requires accuracy and the ability to interpret the wishes of the community, create appropriate programs and activities, and produce or provide output that can be adequately accounted for.

Village officials as managers of village funds have quite good commitment but still need to be improved. The pre-survey results show that the discipline to complete the tasks and responsibilities of managing village funds has yet to be carried out wholeheartedly and with a high sense of responsibility, likewise in the aspect of lack of perseverance to work hard to solve the problems faced at work and the need for more effective use of existing resources to solve the issues faced. Furthermore, regarding the relationship between work commitment and the performance of village managers, aspects of government policy in terms of salaries and allowances and training for village fund managers need

to be addressed. The form of government policy is realized by holding village financial management training, providing training on the use of village information systems, facilitating villages in all activities related to managing village funds, and increasing the village's original income.

Based on the background description of village fund management in several regions in East Nusa Tenggara and other areas, as well as the factors that cause village fund management not to be optimal as well as data from pre-survey results that the author conducted, the main factor that is highlighted is the quality of resources. Man. For this reason, the author conducted research on the quality of human resources managing village funds, explicitly taking the research focus on 6 (six) districts on the island of Flores, East Nusa Tenggara Province, namely Lembata, Manggarai, East Manggarai, Nagekeo, Ngada and Sikka districts to obtain data, analyzing and assessing the influence of transformational leadership and work culture on work commitment and its implications for the performance of village fund managers on Flores Island, East Nusa Tenggara Province.

2. Literature Review

2.1. Transformational Leadership

According to Rothwell, Stavros & Sullivan (2015), transformational leadership is a style of leadership that transforms followers to rise above their self-interest and challenges them to achieve collective goals. This means that transformational leadership is a style that changes subordinates to develop beyond their interests and challenges or stimulates them to pursue common goals. In other words, a transformational leader must be able to change the mindset of his subordinates from working only to fulfill his own needs to wanting to participate in the struggle to pursue the organization's common goals.

More than that, Suwatno (2016) believes that transformational leadership is leadership that influences employees to make them feel self-confident, proud, loyal, and respectful towards their leaders and also has the motivation to do more than expected. This indicates that transformational leadership does not only change one aspect of members' motivation or mindset but is expected to occur holistically in all aspects to provide the best for the organization's interests.

According to Bass in Yukl (2010), transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what was initially expected of them. Textually, the term or word transformational leadership consists of two syllables: leadership and transformational. Transformational or transformation means a change in appearance (form, nature, function, etc.). Some even state that the word transformational stems from the word "to transform, " meaning transforming or changing something into a different form.

Khorusmadi in Manurung, Bastian & Wardi (2022) states that transformational leadership can transform and motivate followers by making them aware of the importance of work and encouraging them to prioritize the organization rather than their interests. The transformational leadership type has several characteristics. First, there is the most crucial similarity, namely the organization's running, which is driven by shared awareness. Second, the perpetrators prioritize organizational interests, not personal interests. Third, there is participation from followers or people being led.

Transformational leadership has several functions, including explaining the vision clearly, motivating and inspiring subordinates to achieve that vision, empowering subordinates by providing trust, autonomy, and opportunities to develop their potential, forming positive personal relationships with subordinates, increasing creativity and innovation in the organization, improving subordinate performance and satisfaction, increasing subordinate loyalty and commitment to the organization and leaders, and encouraging positive change in the organization.

2.2. Work Culture

Work culture is formed once the work unit or organization is established "being developed as they to cope with problems to external adaptation and internal integration," meaning that the formation of work culture occurs when the work environment or organization learns to face problems, both involving external and internal changes that occur. Concerns organizational unity and unity, according to Dessler (2015), work culture is a process of teaching employees the skills needed to do their work. Furthermore, the meaning of work culture is defined by Mondy R.W & Joseph J.M (2005) as a learning process designed to change the ability of employees to do their work.

The definition of work culture, according to Hadari Nawawi (2013), is a habit that is carried out repeatedly by employees in an organization. There are no strict sanctions for violating this habit. Still, the organization's actors have morally agreed that this habit is a habit that must be adhered to in the framework for carrying out work to achieve goals. This

explains that work culture is behavior carried out repeatedly by each individual in an organization and has become a habit in carrying out work. If it is related to an organization, then work culture shows how organizational values are learned, namely planted and expressed using certain vehicles many times so that people can observe and feel them. Work culture values include a) discipline, which is behavior that is always based on the rules and norms that apply inside and outside the company. Discipline consists of a) Compliance with laws and regulations, procedures, traffic, working hours, interacting with partners, and so on, b) Openness; Readiness to give and receive correct information from and to fellow partners for the benefit of the company, c) Mutual respect; Behavior that shows respect for the individual, duties and responsibilities of other fellow work partners, d) Cooperation; Willingness to give and receive contributions from and to work partners in achieving company goals and targets.

Furthermore, according to Hadari Nawawi (2013), organizational success begins with discipline in implementing the company's core values. Consistency in applying discipline in every action and enforcing rules and policies will encourage the emergence of a condition of openness, which is always far from negative prejudice because everything is conveyed through accurate facts and data. Furthermore, a situation full of transparency will increase horizontal and vertical communication and foster formal and informal personal relationships between management levels so that mutual respect grows. In turn, once cross-sectoral and inter-employee interactions improve, this will foster a spirit of cooperation in cross-sectoral management or employee coordination, maintaining management cohesiveness, supporting and securing every management decision, and complementing and complementing each other. This is the common goal in forming a work culture. According to Khairul Umam in Siregar Tanjung & Hidayati (2020), work culture is a philosophy based on a view of life as values that become traits, habits, and driving forces entrenched in the life of a community group or organization, then reflected in Attitudes become behavior, beliefs, ideals, opinions, and actions that are manifested as "work". Work culture is vital for a person and the company where he works. A good work culture allows human resources to explore the potential of other company-owned resources and help the company achieve its goals. This shows that work culture is also beneficial for the company.

2.3. Work Commitment

work commitment, according to Robbins S.P & Judge T.A. (2017), is a situation where employees feel attached to the organization where they work and are encouraged to try to achieve its goals. Work Commitment, According to Mowday R.T, Porter L.W & Steers R.M (2013), is a situation where employees feel they have a solid attachment to the organization where they work and feel like they want to stay there. A strengthening opinion was expressed by Meyer J.P & Allen N.J (2017), who stated that work commitment is a condition where employees feel an emotional, normative, and instrumental attachment to the organization where they work and feel like they want to stay and contribute to the organization. Meanwhile, Sopiah (2018) stated that work commitment is a positive attitude of employees towards their work and the organization where they work, which is reflected in their desire to continue working in the organization, strive to achieve organizational goals, and actively participate in administrative activities.

Hasibuan Malayu (2018) states that work commitment is employees' willingness to give their best time, energy, and thoughts in carrying out their duties within the organization. Employees who have high work commitment tend to be more productive and creative and contribute positively to achieving organizational goals. According to Rachmawati and Ruddin (2023), work commitment is the tendency of employees to maintain a positive relationship with the organization where they work and strive to achieve common goals. Employees with high work commitment tend to be more loyal and contribute positively to the organization. Salam R. & Khairuddin I (2021) state that work commitment is employees' belief in the values and goals of the organization where they work, which is reflected in their level of loyalty, pride, and involvement in achieving organizational goals, while Rehman R. & Muneer S (2023) states that work commitment is employees' belief in the organization where they work, which is reflected in their level of loyalty, satisfaction, and involvement in achieving organizational goals.

Meyer J.P & Allen N.J (2017) state that work commitment fosters stronger bonds between employees and the organization, ultimately driving organizational success. Work commitment aims to improve employee performance, reduce absenteeism and turnover rates, and increase job satisfaction. One of the benefits of work commitment is that members of the organization will work as a whole, thereby improving work quality and productivity. Work commitment can also increase employee trust and loyalty towards the organization where they work, thereby reducing absenteeism and turnover rates. That way, companies can save costs on recruiting and training new employees.

Furthermore, work commitment can motivate employees to take the initiative in improving organizational performance. In an organization, employees with high work commitment tend to be more proactive in generating new ideas and implementing them for the betterment of the organization. To achieve the benefits of this work commitment, companies

can make various efforts, such as providing rewards and recognition for employee performance, career development opportunities, and a conducive and enjoyable work environment (Kurniawan P, 2018).

2.4. Performance

Afandi (2018) states that performance is the result of work that can be achieved by a person or group of people in a company by their respective authority and responsibilities to achieve organizational goals legally, without breaking the law, and without conflicting with morals and ethics. Mulyadi and Agustina (2019) states Work performance results from work or output produced by an employee in carrying out his duties or work. The performance of State Civil Service employees is regulated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning Management of State Civil Service Employee Performance, which states that performance is a reflection of work results, not just job descriptions but also the behavior shown in working and interacting with others.

Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning the Management of Performance of State Civil Apparatus Employees explains the performance assessment of State Civil Apparatus as seen from 2 (two) dimensions, namely:

- Work results consisting of 4 indicators.
- Work behavior, namely the fundamental values of the State Civil Servant with morals with 21 indicators.

Measures of success/individual performance indicators and targets for employee work results plans are explained in article 9, which includes aspects:

- Quantity;
- Quality;
- Time or speed of completion of work results;
- Cost.

3. Research Method and Materials

This research type is quantitative research, which aims to show relationships between variables, test theories, and look for generalizations that have predictive value (Sugiyono, 2015). This research was conducted over approximately six months (± 6 months) and was carried out in villages with "Developing Village" status spread across six districts on the island of Flores, East Nusa Tenggara, namely Lembata District, Manggarai District, East Manggarai District, Nagekeo, Ngada Regency and Sikka Regency. Research data uses primary data and secondary data. Preliminary data will be obtained directly from respondents during a field survey. Secondary data is supporting data that researchers have not received.

Table 1. Research Sample

Regency	Number of Developing Villages	Number of Managers	Number of Management Samples
Lembata	68	544	49
Manggarai	98	784	71
East Manggarai	102	816	74
Nada	63	504	46
Nagekeo	93	744	67
Sikka	79	632	57
Amount	503	4024	364

Data collection uses interview techniques, both face-to-face and by telephone. Observations and questionnaires with a Likert scale were given to the research sample respondents. The population in this study are village fund managers, village heads, and other village officials per regional regulations consisting of village secretaries, secretarial staff (general affairs, planning, finance), and technical implementers (government, welfare, and services), with Index status. Membangun Village (IDM) "Developing Village" is located in 6 districts on the island of Flores, namely Lembata district, Manggarai district, East Manggarai district, Nagekeo district, Ngada district and Sikka district. There are 503 developing villages spread across six districts on the island of Flores with 4,024 managers. Taking an error rate of 5%,

the minimum sample size in this study was calculated using the Slovin formula. Based on the results of calculations with Slovin, the number of samples in this study was 364 respondents, with the sample distribution shown on Table 1.

The method used in this research is an explanatory survey because it will explain the relationship between the variables studied (Priadana & Sunarsi, 2021). This research aims to describe the causal relationship between research concepts and hypothesis testing, which leads to inductive decision-making or generalization. Therefore, this research uses Structural Equation Modeling (SEM) using SmartPLS 3.00 software.

4. Result and Discussion

4.1. Characteristics of Respondents

Respondents in this study were village officials, including the village head, who are responsible for managing village funds. It was found that most village fund managers in the six districts studied were men, with a percentage of 75.5%, while only 24.5% were women. This phenomenon of male dominance in management is common in Indonesia, including in East Nusa Tenggara, which is still strongly influenced by patriarchal culture. Although women in Flores have an essential role in traditional heritage and traditions, their power is limited to this sphere and does not extend to everyday life. Men remain the dominant figures in the public sphere, while women are closely associated with domestic roles.

Village fund managers are generally between 31 and 60 years old, with more significant experience and maturity than younger groups. This age group is usually more established in personal and professional life, understands local dynamics, and can manage village funds efficiently. Regarding education, most village fund managers are high school (SMA) graduates, including 90% of respondents, while the rest are undergraduate graduates. This level of education indicates limitations in the practical knowledge required for managing village funds, so they need additional training. The work period of village fund managers ranges from 6-15 years, indicating their involvement since the start of the village fund program in 2015. This extended work period allows them to develop governance, accounting, and communication skills with various stakeholders.

4.2. Descriptive Analysis

The results of descriptive tests from research data shown on Table 2.

Table 2. Descriptive Analysis

Variable	Mark average	Standard Deviation	Range Mark	Category
Transformational leadership	3.27	0.20	3.07 – 3.47	Quite Good
• The Influence of Idealism	3.27			
• Inspirational Motivation	3.22			
• Intellectual Simulation	3.30			
• Personal considerations	3.33			
Work Culture	3.36	0.15	3.21 – 3.51	Quite Good
• SOLIDER Organizational Values	3.27			
• ASN Basic Values Have Morals	3.40			
Work Commitment	3.52	0.15	3.37 – 3.67	Good
• Affective Commitment	3.46			
• Normative Commitment	3.57			
• Continuous Commitment	3.52			
Performance	3.34	0.08	3.26 – 3.42	Quite Good
• Work result	3.35			
• Work Behavior	3.33			

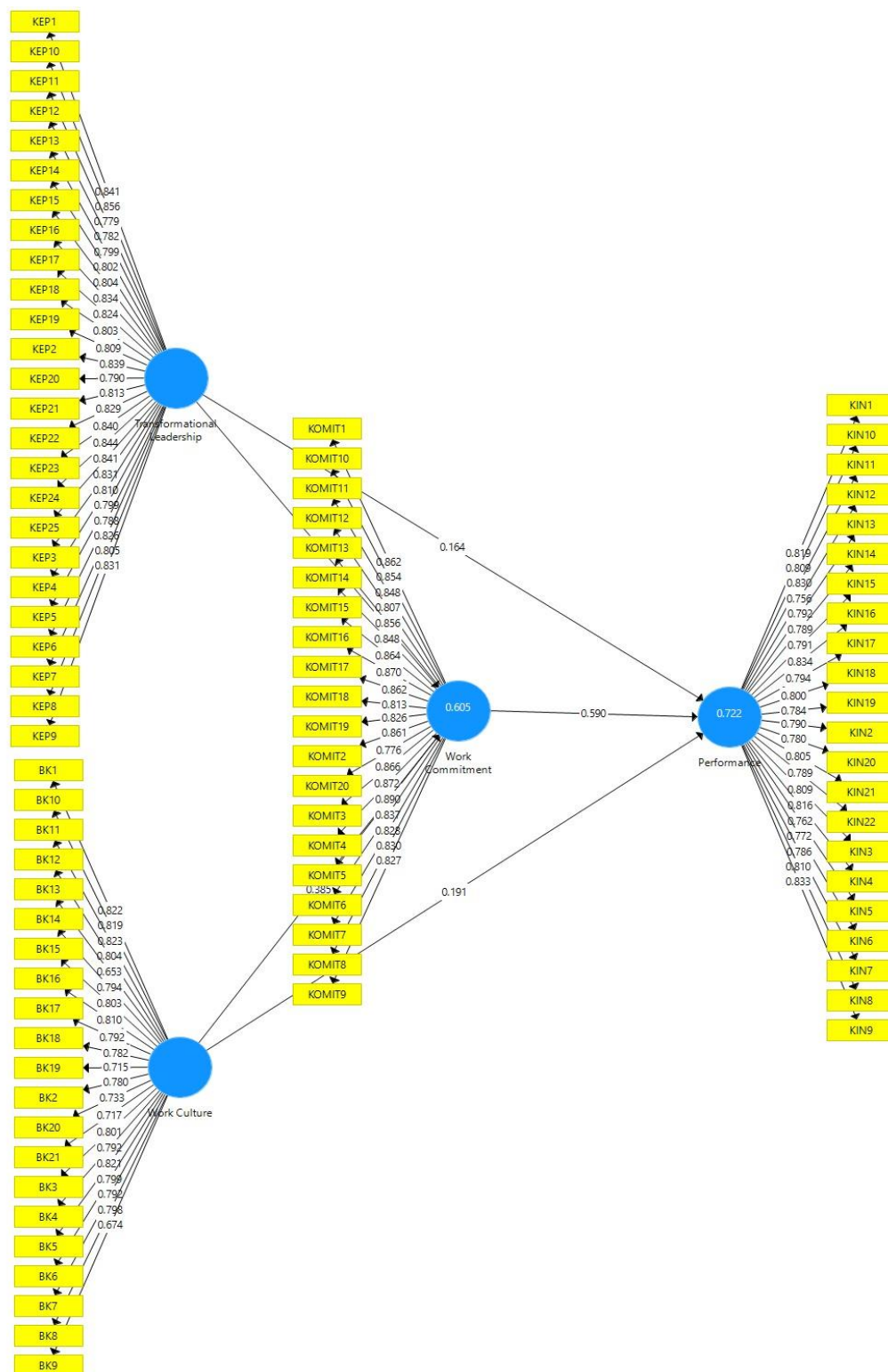


Figure 1. First Stage Validity Test

Table 2 shows that based on the range of values for each variable, it can be concluded that transformational leadership, work culture and performance of village fund managers on the island of Flores, East Nusa Tenggara are in the fairly good to good category, while competence is in the quite good category.

4.3. Validity Test

When using the PLS method, an indicator is declared valid if it has a loading factor above 0.70 on the construct (Ghozali, 2014). Based on the data processing results, the following are the validity test results in this research.

Based on the test results in Figure 1, some statements are declared invalid because they have a loading factor below 0.70, namely BK 9 and BK 13, so these indicators are removed from the model.

4.4. Outer Model Evaluation

To see the discriminant and composite validity methods to see the evaluation results of the measurement model (outer model). The discriminant validity of the reflexive indicator measurement model is assessed based on the cross-loading value of the measurement with the variables. Suppose a variable's correlation with a measurement item is more significant than the other variable measures. In that case, it indicates that the latent variables predict the measures in their block better than the other block measures.

Table 3. Discriminant validity

Cross Loadings				
	Performance	Transformational Leadership	Work Commitment	Work Culture
BK1	0.531	0.416	0.526	0.827
BK10	0.503	0.355	0.484	0.822
BK11	0.532	0.428	0.541	0.826
BK12	0.513	0.395	0.488	0.802
BK14	0.534	0.42	0.495	0.797
BK15	0.535	0.36	0.496	0.804
BK16	0.52	0.343	0.511	0.809
BK17	0.524	0.383	0.496	0.788
BK18	0.473	0.322	0.468	0.783
BK19	0.396	0.277	0.416	0.711
BK2	0.522	0.359	0.539	0.785
BK20	0.442	0.401	0.482	0.731
BK21	0.386	0.358	0.455	0.715
BK3	0.543	0.366	0.498	0.806
BK4	0.575	0.428	0.534	0.799
BK5	0.566	0.463	0.545	0.823
BK6	0.544	0.425	0.533	0.804
BK7	0.521	0.417	0.523	0.794
BK8	0.515	0.374	0.495	0.799
KEP1	0.57	0.841	0.603	0.418
KEP10	0.592	0.856	0.623	0.406
KEP11	0.474	0.779	0.543	0.347
KEP12	0.527	0.782	0.529	0.393
KEP13	0.513	0.799	0.559	0.342
KEP14	0.549	0.802	0.558	0.426
KEP15	0.554	0.804	0.577	0.398
KEP16	0.533	0.834	0.53	0.372
KEP17	0.58	0.824	0.58	0.44
KEP18	0.542	0.803	0.541	0.357

Cross Loadings

	Performance	Transformational Leadership	Work Commitment	Work Culture
KEP19	0.545	0.809	0.559	0.346
KEP2	0.564	0.839	0.589	0.428
KEP20	0.52	0.79	0.539	0.368
KEP21	0.541	0.813	0.568	0.406
KEP22	0.588	0.829	0.619	0.399
KEP23	0.562	0.84	0.573	0.378
KEP24	0.564	0.844	0.592	0.385
KEP25	0.571	0.841	0.611	0.398
KEP3	0.545	0.831	0.591	0.422
KEP4	0.531	0.81	0.528	0.354
KEP5	0.516	0.799	0.556	0.396
KEP6	0.451	0.788	0.519	0.349
KEP7	0.57	0.826	0.584	0.44
KEP8	0.584	0.805	0.602	0.482
KEP9	0.585	0.831	0.618	0.465
KIN1	0.819	0.535	0.645	0.506
KIN10	0.809	0.531	0.664	0.523
KIN11	0.83	0.594	0.715	0.571
KIN12	0.756	0.555	0.662	0.557
KIN13	0.792	0.503	0.66	0.487
KIN14	0.79	0.53	0.635	0.551
KIN15	0.791	0.553	0.658	0.474
KIN16	0.834	0.564	0.688	0.512
KIN17	0.794	0.559	0.656	0.54
KIN18	0.801	0.541	0.66	0.516
KIN19	0.784	0.493	0.642	0.497
KIN2	0.79	0.497	0.634	0.491
KIN20	0.78	0.5	0.663	0.529
KIN21	0.805	0.532	0.659	0.511
KIN22	0.789	0.564	0.657	0.484
KIN3	0.809	0.546	0.66	0.525
KIN4	0.816	0.513	0.668	0.516
KIN5	0.762	0.461	0.628	0.487
KIN6	0.772	0.547	0.63	0.503
KIN7	0.786	0.563	0.664	0.488
KIN8	0.81	0.535	0.669	0.54
KIN9	0.833	0.549	0.691	0.539
KOMIT1	0.711	0.615	0.862	0.561
KOMIT10	0.688	0.609	0.854	0.574
KOMIT11	0.711	0.589	0.848	0.581
KOMIT12	0.635	0.518	0.807	0.497

Cross Loadings

	Performance	Transformational Leadership	Work Commitment	Work Culture
KOMIT13	0.71	0.589	0.856	0.544
KOMIT14	0.699	0.607	0.848	0.533
KOMIT15	0.738	0.609	0.864	0.567
KOMIT16	0.73	0.603	0.87	0.571
KOMIT17	0.717	0.593	0.862	0.566
KOMIT18	0.642	0.582	0.813	0.467
KOMIT19	0.66	0.543	0.826	0.463
KOMIT2	0.727	0.607	0.861	0.581
KOMIT20	0.676	0.616	0.776	0.525
KOMIT3	0.723	0.596	0.866	0.548
KOMIT4	0.721	0.617	0.872	0.561
KOMIT5	0.734	0.632	0.89	0.583
KOMIT6	0.732	0.617	0.837	0.576
KOMIT7	0.673	0.557	0.828	0.459
KOMIT8	0.667	0.565	0.83	0.471
KOMIT9	0.663	0.57	0.827	0.476

Based on Table 3, it can be concluded that each latent variable can predict the size of each block better than the size of other blocks. Hence, the evaluation of the outer model with discriminant validity is valid. Furthermore, composite validity can be measured from the Average Variance Extract (AVE) value above 0.5 and Composite Reliability above 0.7 (Ghozali, 2014).

Table 4. Reliability Test

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.973	0.973	0.975	0.637
Transformational Leadership	0.979	0.980	0.980	0.668
Work Commitment	0.979	0.979	0.980	0.714
Work Culture	0.967	0.968	0.970	0.626

Based on table 4, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements (Ghozali, 2014).

4.5. Inner Model Evaluation

The Inner Model is evaluated using R-Square and F Square.

Table 5. R-Square

R Square

	R Square	R Square Adjusted
Performance	0.722	0.720
Work Commitment	0.605	0.602

Based on Table 5, it can be concluded that 72.0% of the performance of Village Fund managers in East Nusa Tenggara Province can be explained in this model; the remaining 28% is influenced by other factors not described in this research. Furthermore, 60.5% of work commitment can be explained in this model, and the remaining 39.5% is influenced by other factors not described in this research.

Table 6. F-Square

f Square

	Performance	Transformational Leadership	Work Commitment	Work Culture
Performance				
Transformational Leadership	0.049		0.509	
Work Commitment	0.495			
Work Culture	0.079		0.286	

Based on Table 6, Transformational Leadership on Work Commitment has an f-Square value of 0.509, falling into the category of having a significant influence, then the f-Square value on the Transformational Leadership variable on Performance has an f-Square value of 0.049, meaning the influence is relatively small. On the other hand, Work Culture on Work Commitment has an f-Square value of 0.286, falling into the category of having a significant influence. The f-Square value of the Work Culture variable on Performance has an f-Square value of 0.079, meaning the influence is relatively small. Lastly, Work Commitment significantly influences performance because it has an f-Square value of 0.495.

4.6. Hypothesis testing

Table 7. Hypothesis Testing

Path Coefficients

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Performance	0.164	0.162	0.042	3.880	0.000
Transformational Leadership -> Work Commitment	0.514	0.513	0.041	12.602	0.000
Work Commitment -> Performance	0.590	0.588	0.044	13.506	0.000
Work Culture -> Performance	0.193	0.197	0.042	4.616	0.000
Work Culture -> Work Commitment	0.385	0.387	0.044	8.775	0.000

Based on Table 7, the regression equation is formed as follows:

$$\begin{aligned} \text{Work Commitment} &= 0.514 \text{ Transformational Leadership} + 0.385 \text{ Work Culture} + e \\ \text{Performance} &= 0.164 \text{ Transformational Leadership} + 0.193 \text{ Work Culture} + 0.590 \text{ Work Commitment} + e \end{aligned}$$

To test the direct influence hypothesis using the output path coefficient (Mean, STDEV, T-Values), then if the t statistical value obtained from the table is greater than 1.96 then the hypothesis is accepted. Conversely, if the t statistic value is smaller than 1.96 then the hypothesis is rejected. Based on the results of statistical testing, the explanation of each influence variable is explained as follows:

- Transformational Leadership positive and significant effect on Work Commitment because $t_{hit} 12.602 > t_{table} 1.96$ and the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$).
- Transformational Leadership positive and significant effect on Performance because $t_{hit} 3.880 > t_{table} 1.96$ and the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$).
- Work Culture positive and significant effect on Work Commitment because $t_{hit} 8.775 > t_{table} 1.96$ and the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$).
- Work Culture positive and significant effect on Performance because $t_{hit} 4.616 > t_{table} 1.96$ and the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$).
- Work Commitment positive and significant effect on Performance because $t_{hit} 13.506 > t_{table} 1.96$ and the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$).

Calculation results of the intervening influence test using the Sobel test, the results of which can be seen in the table 7.

Table 7. Intervening Test Results

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Work Commitment -> Performance	0.303	0.302	0.035	8.751	0.000
Work Culture -> Work Commitment -> Performance	0.227	0.227	0.029	7.833	0.000

Based on calculations using specific indirect effects, work commitment is able to significantly mediate the influence of transformational leadership and work culture on performance.

4.7. Discussion

The transformational leadership variable contributes directly and indirectly to village fund managers' work commitment and performance on the island of Flores, East Nusa Tenggara. Thus, the work commitment and performance of village fund managers on the island of Flores, East Nusa Tenggara, can be strengthened through increasing transformational leadership so that everything can be improved together. The results of the analysis are by the theory of Rivai V and Mulyadi (2016), Dessler G (2015), Yang and Huang (2018), Avolio and Bass in Kristiawan Rudi (2023), and research by Astuty I & Udin U (2020), Shao et al. (2022), Maufuzah IA & Abadiyah R (2023), Astuty I & Udin U (2020), Fauzan A et al. (2023), Nurbaya, Aryana Satrya, Mestika Sekarwinahyu (2022), Aulia Nurrahmi et al. (2020), Darmawa W et al. (2019), Sitompul P et al. (2019). The theory and results of this research state that transformational leadership significantly affects work commitment and performance. To make the work commitment of village fund managers on the island of Flores, East Nusa Tenggara stronger, the main thing that needs to be addressed and strengthened is leaders who can work together, are honest, and can be trusted because this is what makes leaders able to become role models or role models for others. Transformational leadership is an essential key in managing village funds regarding human resources. Leaders at the village, sub-district, and district levels on Flores Island must be willing to cooperate and be honest and trustworthy because transformational leadership can increase employee trust and commitment to the organization and generate high motivation. In this way, village fund managers will be more motivated to contribute positively to their work, and their commitment will increase. The level of honesty of village fund management leaders still needs to reach expectations. Based on data from the Kupang District Court in 2022, there were 54.2% cases of village heads and village fund managers who had legal problems regarding the misappropriation of village funds in the six districts that were the focus of this research. Apart from that, the attitude of leaders who tend not to listen to suggestions, behave in an elitist and discriminatory manner, and persist in their selfish behavior so that they do not want to collaborate with external parties such as local governments, community organizations, and others need to be a common concern. This condition is motivated by limited and unprepared human resources, economic and social inequality and inequality, corruption for personal or group interests, political intervention, lack of supervision and transparency, egoism of village bureaucrats, and weak communication and team management skills.

Work culture variables contribute directly and indirectly to village fund managers' work commitment and performance on the island of Flores, East Nusa Tenggara. Thus, the work commitment and performance of village fund managers on the island of Flores, East Nusa Tenggara, can strengthen the work culture to improve everything together. This is supported by research (Widiyarta K, Herawati NT & Atmadja AT (2017) and (Agustiniingsih M, Taufik T & Novita Indrawati, 2020), which states that work culture has an impact on the successful absorption of village funds due to high commitment to completing it, as well as performance suitable village apparatus. Work culture is neutral, so that it can be positive or negative. A positive work culture can increase work productivity.

On the other hand, a hostile work culture will hinder behavior and reduce the effectiveness of individuals or groups in the organization. The value of cultural components is in line with commitment and performance. The more positive the workforce or employees on the value of the work culture components, the higher their performance will be. Village fund managers on Flores Island, East Nusa Tenggara, need to improve their work culture to understand better and meet the community's needs, assist proactively, and carry out duties with integrity and honesty. Responses from village fund managers show that there still needs to be more understanding and fulfillment of community needs, causing them sometimes to avoid questions from residents regarding village funds. This indicates a need for more comprehensive knowledge among managers, hampering their ability to provide services to the public confidently.

A work culture based on the fundamental values of ASN BerAKHLAK has not been fully implemented; there is still a reluctance to share knowledge and assistance between managers. Apart from that, the total value of ASN, accountability, has not been fully realized due to the inability to show firmness in upholding honesty. This honesty indicates integrity, the leading quality for village fund managers who can be trusted and trustworthy in their duties and work. Furthermore, village fund managers stated there was a lack of transparency in managing village funds, as indicated by the limited participation of all managers in the planning, implementation, and accountability processes. Managers also admit to a lack of understanding in responding to tasks and work, especially in adapting to changes in functions or work quickly and effectively, as well as determining priorities. The village fund distribution mechanism is dynamic, with regulations and technical instructions changing yearly according to conditions and developments. For example, pandemic conditions have caused drastic changes in government policies and implementation of village fund programs that require extra adjustments, thus creating a confusing situation where village fund managers appear unprepared or have difficulty adapting to their duties and work.

The results of research on work commitment have a positive and significant effect on performance, the results of the analysis are by the theory of Robbins S. P & Judge TA (2017), Luthans F (2016), which is also supported by research by Kristian R (2023), Nurbaya, Aryana Satrya, Mestika Sekarwinahyu (2022), Nur Rahma As Arifuddin and Mediaty (2021), Imran, Mahdani & Teuku Roli Ilhamsyah Putra (2023), Anik RMF, Falih Suaedi, Erna Setijanangrum (2022), Antara L, Desmawati, Tamrin (2022), Masrizal, Mukhlis Yunus and Sofyan Idris (2022), Aryani NKY, Sapta IKS, Sujana IW, (2021), efforts to increase the commitment of village fund managers on Flores Island, East Nusa Tenggara and in turn improve their performance, so managers need to continue to feel proud and motivated to contribute to the progress of the village.

Employee commitment to the organization can improve individual and group performance. Employees with a high level of commitment tend to be more motivated, feel satisfied with their work, and can better face challenges (Luthans F, 2016). Furthermore, to improve the performance of village fund managers on Flores Island, East Nusa Tenggara, individual managers must comply with and obey their duties, roles, and responsibilities as village fund managers because this is considered a moral obligation. The extra effort in carrying out tasks often results in creative and innovative ideas that can improve performance. Searching for solutions to problems diligently and dedicatedly can also increase an individual's motivation and, ultimately, their performance. This concept is also supported by Michael Porter (2018), who emphasizes that completing work well and finding solutions to problems can help employees achieve desired results, ultimately improving performance. Spector Paul E, in his research presented by Ernawati et al. (2022), also shows that commitment to the organization is reflected in employees' hard work in completing work.

5. Conclusion

Based on the research results presented, transformational leadership and work culture variables significantly influence village fund managers' work commitment and performance on Flores Island, East Nusa Tenggara. Strong transformational leadership, characterized by the leader's ability to collaborate and be honest and trustworthy, can be the primary driver in increasing village fund managers' work commitment and performance. Apart from that, a positive work culture also significantly contributes to work commitment and performance. A work culture based on integrity, honesty, and accountability is critical to creating a productive and effective work environment. Research also shows that high work commitment positively impacts individual and group performance. Village fund managers with a high level of commitment tend to be more motivated, feel satisfied with their work and are better able to face challenges. Individual performance is also influenced by obedience, adherence to tasks, roles, and responsibilities, and the ability to complete work well and find creative solutions to problems. This research shows that to improve the performance of village fund managers on Flores Island, East Nusa Tenggara, efforts are needed that focus on developing transformational solid leadership, establishing a positive work culture based on the values of integrity and accountability, as well as increasing the work commitment of individual village fund managers. Thus, performance can be expected to improve in managing village funds and services to the community as a whole.

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