

**THE INFLUENCE OF COMPENSATION AND VILLAGE
GOVERNMENT SUPPORT ON THE PERFORMANCE OF
OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS
A MEDIATING VARIABLE
AT BUMDES IN BELITUNG DISTRICT**

Yayan Maryani^{1*}, M. Yusuf², Nuraeni³, Hasanah⁴

Universitas Muhammadiyah Jakarta^{1,2,3,4}

E-mail: yayanmaryani88@gmail.com

ABSTRACT

This study is to find out and analyze the influence of compensation and support of the village government on the performance of operational implementers with work motivation as a mediating variable in BUMDes in Kabupaten Belitung. In this study, the method used is an associative method with a quantitative approach. Meanwhile, the number of samples used was 78 respondents from operational implementation personnel at BUMDes in Kabupaten Belitung, with a sampling technique, namely random sampling. Then in this study, the analysis method used is SEM-PLS. The results of this study are (1) that compensation has a positive and significant effect on work motivation, (2) that village government support has a positive and significant effect on motivation, (3) that compensation has a positive and significant effect on performance, (4) that village government support has a positive and significant effect on performance, (5) that motivation has a positive and significant effect on performance, (6) that compensation has a non-significant effect on employee performance through motivation, and (7) that the support of the village government has a positive and significant effect on performance through work motivation.

Keywords: Compensation, Village Government Support, Motivation, Performance.

INTRODUCTION

Law Number 6 of 2014 concerning villages regulates village authority. In the contents of the law, it is stated that villages have authority which includes the administration of village government, implementation of village development, development of village communities, and empowerment of village communities. The authority that can be exercised by villages in an effort to improve the village economy is the formation of Village-Owned Enterprises (BUMDes). Village-Owned Enterprises (BUMDes) themselves not only operate in the economic sector but also in the social sector. BUMDes business activities include economic businesses and/or public services which are managed autonomously by BUMDes. Meanwhile, the BUMDes Business Unit is a BUMDesa subsidiary business entity which is a legal entity and is tasked with carrying out economic activities or public services in accordance with the functions and objectives of BUMDes. According to (Dokman Maulitua Situmorang 2020) Effective management of BUMDes requires professional systems and administration to ensure the continuity of the BUMDes business. Villages as the smallest units in the Indonesian government system have an important role in developing the local economy and improving community welfare. Village-Owned Enterprises (BUMDes) are one of the strategic instruments in achieving this goal. BUMDes functions to manage various businesses aimed at increasing Village Original Income (PADes) and providing a positive impact on the economy and social life of village communities. Thus BUMDes play an important role in the local economy, including in Tanjungpandan District, Belitung Regency. Therefore, in order for BUMDes to provide good results, optimal performance of Village operational

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

implementers is needed. Employee performance is the level of achievement of individual responsibilities and tasks carried out by an employee in carrying out his role at work. According to Dessler (2008) employee performance is the result of work achieved by an employee in relation to the tasks that have been defined and the responsibilities given to him. This performance reflects how well the employee meets job demands, achieves set targets, and contributes to organizational goals. Compensation is all forms of rewards given by an organization to employees as remuneration for their contribution to the organization. According to Dessler (2017:86) compensation is any form of payment or reward given to employees in lieu of their work. Compensation includes salaries, wages, bonuses, incentives, allowances and other awards given to employees. Compensation is an important element in human resource management which functions as a tool to attract, motivate and retain employees. By providing fair and competitive compensation, organizations can ensure employees feel valued and motivated to provide their best performance, which in turn contributes to organizational success and growth. By providing appropriate compensation, organizations can increase employee motivation and work results. Therefore, effective compensation management is one of the keys to an organization's success in achieving its goals and maintaining its competitive advantage. Organizations that pay special attention to their compensation strategies tend to have a more motivated, productive, and loyal workforce, which in turn contributes to the long-term success of the organization. Thus, good and fair compensation has a significant impact on employee performance, in this case BUMDes operational staff. This is in accordance with the findings of research conducted by ALfian and Randa Guswinta 2023.

Village government support is a form of assistance, both material and non-material, provided by the village government to the community and village institutions, including BUMDes (Village-Owned Enterprises). This support can take the form of policies, regulations, assistance, provision of facilities, training, and even financial assistance. According to Rohman and Purnomo (2016: 89) village government support is a form of village government responsibility in managing village resources effectively and efficiently to achieve sustainable and inclusive village development goals. Support in the form of clear policies and regulations from the village government can create a stable framework for BUMDes operations. This includes regulations that facilitate BUMDes licensing and operations. Then support in the form of infrastructure development such as roads, electricity and internet access can facilitate BUMDes operations, increase efficiency and expand access to markets, and the provision of facilities such as offices, equipment and technology by the village government can help BUMDes carry out their operations better, and also support in the form of initial capital or financial assistance can help BUMDes to start and develop their business. Availability of funds can be used for investment, purchasing capital goods, and business development. Thus, optimal village government support has a significant impact on employee performance, in this case BUMDes operational staff. This is in accordance with research findings conducted by Susilowati and Priyono (2019) emphasizing that villages that receive financial and infrastructure support from the village government have better BUMDes performance compared to villages that receive less such support.

Work motivation is an encouragement or reason that encourages someone to do work seriously and achieve certain goals. This motivation can come from various sources, both from within the individual (intrinsic motivation) and from outside the individual (extrinsic motivation). According to Robbins and Judge (2013:226) work motivation is defined as an individual's willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of that effort to fulfill an individual's needs. This means that work motivation is a process that explains the intensity, direction and persistence of a person's efforts to achieve organizational goals, as well as how these efforts can meet the individual's personal needs. Adequate compensation and strong support from the village government will increase employees' desire to work, then have a positive impact on their performance. Therefore, work motivation plays an important role as a mediator in this relationship, because village government compensation and support will be more effective in improving employee performance when work motivation also increases. This is in line with the results of research conducted by Muchzen (2019) that kCompensation has a positive and significant effect on performance through employee work motivation at the Garongkong Port Organizing Unit Office, Baru Regency. Then, the research results of Shinta Nur Arifa and Muhsin (2018) show that village government support influences performance through the work motivation of village officials throughout Wonosalam District, Demak Regency.

Then other factors that are also thought to influence performance are the work environment and organizational culture. The work environment has an influence on performance. Factors such as cleanliness, temperature, lighting, and noise affect employee comfort and health. A conducive work environment will increase concentration and productivity. The availability of adequate and modern facilities and equipment can help employees work more efficiently and effectively. For example, up-to-date technological devices, ergonomic work spaces, and supporting facilities such as canteens or break rooms. A work environment that provides flexibility, such as *work-from-home* or flexible working hours, can improve employees' work-life balance, which in turn improves performance. Likewise, organizational culture influences performance. Organizational culture includes the values and norms adhered to by the organization. Positive values such as integrity, collaboration and innovation can motivate employees to work better and achieve common goals. An organizational culture that encourages open and transparent communication will make it easier to convey information, minimize miscommunication, and strengthen teamwork. Overall, a supportive work environment and positive organizational culture will create an atmosphere that motivates employees to work better and more productively, which ultimately improves organizational performance.

By considering the problems described above, the author was motivated to conduct research entitled "The Influence of Compensation and Village Government Support on the Performance of Operational Implementers with Work Motivation as a Mediating Variable in Bumdes in Belitung Regency".

LITERATURE STUDY

Performance

Employee performance is the work result achieved by an employee in carrying out the tasks assigned by the organization or company. This performance reflects the extent to which the employee is able to meet or exceed the standards that have been set. According to Colquitt et al (2019:78) employee performance is the value of a series of behaviors that

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

contribute, both positively and negatively, to achieving organizational goals. Meanwhile, according to Robbins and Judge (2022:322) performance (*performance*) is the result or output of employee work related to organizational goals. Robbins and Judge explained that performance can be seen from various perspectives, including effectiveness and efficiency in completing assigned tasks. They also emphasize the importance of performance measurement that includes not only the final results, but also the processes used to achieve them. Then Rivai (2020:422) performance refers to the results or overall level of success achieved by a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or objectives that have been determined in advance and have been mutually agreed upon. According to Bernardin and Russell in Ruky (2003): "*performance is defined as the record of outcomes produced on a specified job function or activity during time period.* Achievement or performance is a record of the results obtained from certain job functions or activities over a certain period of time. These four definitions emphasize that performance is the result or output of employee work efforts related to organizational goals. They also agree that performance includes both the final results and the processes or behaviors involved in achieving those goals. Performance measurement must consider effectiveness, efficiency, and comparison with established goals or standards.

Work motivation

Work motivation is the drive or force that drives someone to do work or achieve certain goals at work. Motivation is basically a process that determines how much effort will be devoted to carrying out work. Motivation or encouragement to work is very crucial for achieving a goal, so humans must be able to foster the highest possible work motivation for employees in the company. According to Robbins and Judge (2018:255) work motivation is a process that explains an individual's intensity, direction and persistence in achieving work-related goals. They emphasize three key elements in motivation: intensity (how hard the effort is expended), direction (where the effort is directed), and persistence (how long the effort is sustained). Meanwhile, Luthans (2019: 198) provides a definition for work motivation as a psychological drive that has an impact on the direction, intensity and persistence of a person's behavior at work. He emphasized the importance of intrinsic and extrinsic factors in influencing work motivation. Then according to Hasibuan (2019:79) work motivation is an encouragement that makes someone take action to achieve the desired goal. He emphasized the importance of principles such as involving employees in decision making, clear communication, recognition of achievements, delegation of authority, and mutual attention in increasing work motivation. Meanwhile, Afandi (2018:67): defines work motivation as a psychological process that influences a person's intensity, goals and persistence in achieving certain goals. He also emphasized the importance of employee participation, communication, recognition of subordinates' contribution, and attention from leaders to increase work motivation.

Experts agree that work motivation involves elements of intensity, purpose and persistence in efforts to achieve work goals. The emphasis on these aspects reflects the

view that work motivation does not only originate from within the individual but is also influenced by the work environment and social interactions within the organization.

Compensation

Compensation is a system of payments and rewards provided by organizations to employees as a form of recognition and appreciation for their work and contributions. According to Dessler (2008:277) compensation is all forms of payment or other rewards that employees receive as a reward for their work. This includes salary, benefits, bonuses, and other forms of non-financial rewards. Meanwhile, according to Mathis and Jackson (2011:221) compensation is all forms of rewards given to employees for their contributions to the organization. It includes various types of pay, perks, and benefits designed to attract, motivate, and retain employees. Then Rivai (2020:325) compensation is all types of rewards that employees receive in return for the work they do. These rewards include salaries, allowances and bonuses given to appreciate employee contributions and performance. Hasibuan (2006:135) defines compensation as everything that employees receive in return for the energy, time and work results provided to the company. Compensation includes salary, allowances, and various other forms of rewards that can increase employee motivation and job satisfaction.

Based on the definitions given above, it can be concluded that compensation is all forms of rewards received by employees in return for the work they do. Compensation includes salary, allowances, bonuses, and other forms of rewards, both *financial* nor *non-financial*. The purpose of compensation is to recognize employees' contributions and performance, and to attract, motivate, and retain them in the organization. Thus, compensation includes everything that employees receive in return for their energy, time and work results.

Village Government Support

Village Government Support is a series of assistance, facilities and programs provided by the government to support village development and empowerment. According to Siahaan (2005:75) village government support is all forms of assistance, both financial, technical and administrative, provided by the central and regional governments to assist villages in carrying out their duties and functions, as well as improving the human resources (HR) of village communities and their welfare. Meanwhile, according to Aziz (2010:78), Village Government Support refers to various efforts made by the government to strengthen the capacity of village government and improve the quality of life of village communities through the provision of funds, training and facilities that support village development. Then, according to Muluk (2011:65), Village Government Support is a form of assistance distributed by the government to villages in the form of funds, technical guidance and policies aimed at empowering villages and encouraging community participation in village development. Meanwhile, Mubarak (2013:92) Village Government support includes all forms of assistance from the central and regional governments with the aim of increasing village capacity in managing resources and implementing development programs and community empowerment.

Based on the understanding of the experts mentioned above, it can be concluded that Village Government Support is various efforts and forms of assistance provided by the central and regional governments to increase the capacity of village governments and improve the quality of life of village communities.

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

RESEARCH METHODS

Research design is a plan or strategy used to organize and carry out research. According to Sugiyono (2018:213) research design is an investigation plan and structure that is arranged in such a way that researchers can obtain answers to research questions. This design includes the strategies used to collect and analyze data to achieve research objectives. Meanwhile, the research method used in this research is a quantitative method with an associative type of research. According to Sugiyono (2018:225) Quantitative research is a type of research used to investigate a certain population or sample, collect data with research instruments, and then analyze the quantitative data or numerically with the help of statistics to test the hypothesis that has been made. This research uses primary data obtained using a questionnaire distributed via *google form*. The respondents for this research were 78 people from BUMDes organizations in 5 sub-districts in Belitung Regency. which is determined using the Slovin formula to determine the number of samples required. The analysis method used is Smartpls to carry out model testing.

RESULTS AND DISCUSSION

Research result

Outer Model

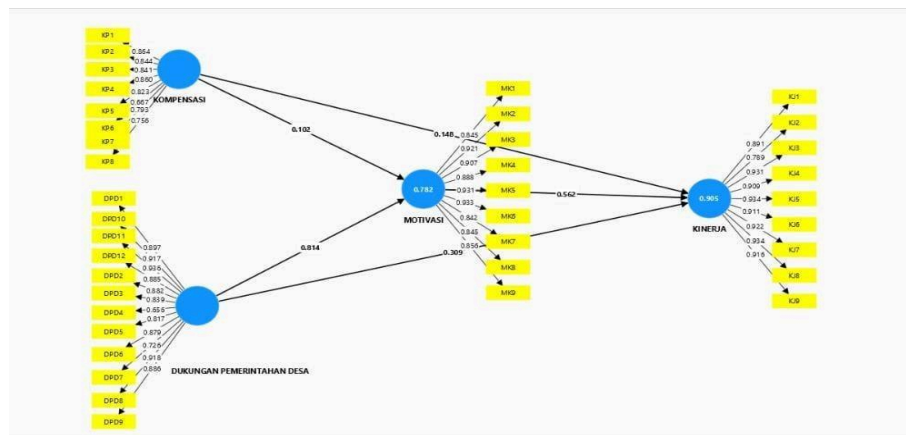
This model is used to measure constructs or latent variables that cannot be measured directly but can be represented by several observed variables. In the context of factor analysis, the outer model is used to connect measured variables (indicators) with latent variables (factors). Indicators can consist of questions in a questionnaire or other measurable variables recorded empirically.

1. Validity Test

Convergent and Discriminant Validity are two tests used to test validity.

a. Convergent Validity

Convergent validity refers to the degree to which an instrument or construct is considered valid because it effectively measures the concept or variable in question. An indicator is considered to meet convergent validity and shows high validity if its outer loading value is greater than 0.7 (Ghazali, 2014: 40). The results of the outer model evaluation are as follows:



Based on the results of the outer model shown above, all indicator values for each variable have an outer loading greater than 0.7, except question 4 DPD and question 6 KP have an autor loading value smaller than 0.7 so this questionnaire question is stated invalid and dropped from indicator question.

b. Discriminative Validity

Evaluate how effectively a tool or construct can differentiate between different concepts or variables. Validity is determined by the AVE value, which must be greater than 0.50. The test results show the AVE values as follows:

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Information
Village Government Support	0.715	Valid
Performance	0.821	Valid
Compensation	0.655	Valid
Work motivation	0.806	Valid

All research variables have good or valid discriminant validity, as shown in table 4.6 above, because all variables have an AVE value above 0.5.

2. Reliability Test

Reliability testing is used as an evaluation of the outer model (measurement model). In this test the latent variable is declared good reliable if the Cronbach's Alpha value is greater than 0.7, and the *Composite Reliability* greater than 0.7.

Table 2. Composite Reliability

Variable	Composite reliability	Information
Village Government Support	0.957	Reliable
Performance	0.970	Reliable
Compensation	0.938	Reliable
Work motivation	0.926	Reliable

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

From table 4 above, it can be explained that the value is good *Cronbach's Alpha* as well as value *Composite Reliability* of each variable is greater than 0.70, so that all research variables are declared reliable or consistent.

Inner Model

Inner Model concentrates on the relationship between latent constructs or latent variables. It also includes causal relationships between theoretical constructs. Inner Models also help test hypotheses related to these relationships.

1. Test R Square (R²)

Test *R Square* (R²) shows how well the statistical model can explain variations in the response variable. This shows how well the predictor or independent variable in the model can explain the variability of the response variable.

Table 3. Test R-Square (R²)

Variable	R-Square	R-Square Adjusted
Performance	0.808	0.800
Work motivation	0.608	0.598

Based on table 4.9 above, the results obtained can be explained that the work motivation variable has an R Square value of 0.608, or 60.8 percent, which indicates that the job satisfaction variable is contributed or determined by the leadership style and organizational culture variables. Other variables not included in this study, such as work environment and organizational culture, contributed 39.2%. The R Square value for the Performance variable is 0.808 or 80.8%, indicating that the performance variable is influenced or determined by the Compensation, Village Government Support and Work Motivation variables of 80.8%, while the remainder is contributed by other variables not included in this research of 19.2 such as work environment and organizational culture.

2. Test F-Square (F²)

The F-Square test is used to assess the strength of the relationship between endogenous and exogenous variables. The level of influence can be categorized as follows: A value of $0.02 \leq f \leq 0.15$ indicates a small effect/influence, $0.15 \leq f \leq 0.35$ indicates a medium effect/influence, and $f \geq 0.35$ indicates a large effect/influence .

Table 4. F-Square Test (F²)

Variable	Performance	Performance Motivation
Village Government Support	0,535	0,590
Performance		
Compensation	0,090	0,066
Work motivation	0,171	

Based on table 4.10 above, the results obtained can be explained as follows:

- a) Village Government Support has an F grade² of 0.535 on performance, which means $F^2 (0.535) > 0.35$, which means that the influence of Village Government Support on performance has a large influence.
- b) Village Government support has an F grade² of 0.590 on work motivation, meaning $F^2 (0.590) > 0.35$, indicating that the influence of Village Government Support on Work Motivation has a large influence.
- c) Compensation has an F grade² of 0.090 on performance, meaning $F^2 (0.090) < 0.15$, indicating that the influence of compensation on performance has a large influence.
- d) Compensation has an F grade² of 0.066 on work motivation, meaning $F^2 (0.066) < 0.15$, indicating that the influence of compensation on work motivation has a small influence.
- e) Work motivation has an F value² of 0.171 on performance, meaning $F^2 (0.171) < 0.35$, indicating that the influence of work motivation on performance has a moderate influence.

Hypothesis Testing

To test the hypothesis, a significance level (Alpha) of 5% was used and a t-table value of 1.96 for a two-way test. The test criterion is if *t-statistics* > *t-table* 1.96, this shows that there is influence. Additionally, if value *p value* < 0.05 results are considered significant. The results of the hypothesis test are presented in the table below.

Table 5. Direct Effect (Direct effect)

Variable	T-Satistik	P-Value
Village Government Support □ Performance	4.830	0.000
Village Government Support □ Work motivation	6.932	0.000
Compensation □ Performance	2.839	0.005
Compensation □ Work motivation	2.200	0.028
Work motivation □ Performance	3.074	0.002

Based on table 4.11 above, the direct influence (*Direct effect*), as follows:

- 1) Village Government support has a positive and significant effect on performance, this is proven by the t-statistic value of (4.830) which is greater than the t-table (1.96) and the p-value (0.000) which is smaller than a (0,05).
- 2) Village Government support has a positive and significant influence on Work Motivation. This evidence is shown by the t-statistic value of (6.932) which is greater than the t-table (1.96) and the p-value (0.000) which is smaller than a (0,05).
- 3) Compensation has a positive and significant influence on performance, this is proven by the t-statistic value (2,839) which is greater than the t-table (1.96) and the p-value (0.005) which is smaller than a (0,05).
- 4) Compensation has a positive and significant influence on work motivation. This evidence is shown by the t-statistic value (2,200) which is greater than the t-table (1.96) and the p-value of (0.028) which is smaller than a (0,05).
- 5) Motivation has a positive and significant influence on performance, this is proven by the t-statistic value of (3.074) which is greater than the t-table (1.96) and the p-value of (0.002) which is smaller than a (0,05).

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

Table 6. Indirect Effect (*Indirect effect*)

Variable	<i>T-Statistic</i>	<i>P-Value</i>
Village Government Support □ Work motivation □ Performance	2.791	0.005
Compensation □ Work motivation □ Performance	1.619	0.105

Based on table 4.12 above, the indirect influence (*Indirect effect*), as follows:

- 1) Work motivation mediates the relationship between Village Government Support and Performance with a positive and significant influence. This is proven by the t-statistic value of (2.791) which is greater than the t-table (1.96) and the p-value of (0.005) which is smaller than α (0,05).
- 2) The relationship between Compensation and Performance through Work Motivation is not significant. This can be seen from the t-statistic value of (1.619) which is smaller than the t-table (1.96) and the p-value of (0.105) which is greater than α (0,05).

DISCUSSION

1. The Influence of Compensation on the Work Motivation of Bumdes Operational Implementers

The results of the analysis show that compensation has a positive and significant influence on work motivation. This conclusion is supported by the t-statistic value (2,200) which is greater than the t-table (1.96) and the p-value (0.028) which is smaller than α (0.05). The influence of compensation on the work motivation of Bumdes operational implementers is very important to create productive working conditions and support the sustainability of village businesses. The combination of fair compensation, recognition, and development opportunities will produce individuals who are motivated and contribute positively to the Common Goal.

This is in line with the results of research conducted by Dewi Suryani Harahap and Hazmanan Khair that the compensation variable has a significant effect on work motivation.

2. The Influence of Village Government Support on the Work Motivation of Bumdes Operational Implementers

Based on the results of the analysis, Village Government Support is proven to have a positive and significant influence on Motivation. This is shown by the t-statistic value of (6.932) which is greater than the t-table (1.96) and the p-value of (0.000) which is smaller than α (0.05). Good Village Government support can encourage employees to improve the quality of their work. In addition, when the village government provides consistent support, employees feel valued and recognized. This can increase their loyalty to the organization, besides that when employees feel that they are supported, they will be more inclined to put forward new ideas and innovate.

Village government support can provide space for employees to express and increase creativity. And also the support provided by the village government strengthens the relationship between the government and the community. This creates a good sense of community and collaboration, which is important for increasing work motivation.

This is in line with the results of research conducted by Gedion Edwar Yudhistira¹, and Emy Kholifah R² that the Mulyorejo Village Government has succeeded in designing a comprehensive strategy, providing active support, and involving the community and other parties in developing BUMDes. This creates a strong synergy between government and society, advances the village economy, and improves the welfare of local communities.

3. The Influence of Compensation on the Performance of Bumdes Operational Implementers

The results of the analysis show that compensation has a positive and significant influence on performance. This evidence can be seen from the t-statistic value of (2.839) which is greater than the t-table (1.96) and the p-value of (0.005) which is smaller than α (0.05). Compensation provided by the Village Government is directly related to performance, sending a signal to employees that their efforts and work results are appreciated. This motivates them to continue trying to achieve or even exceed the set performance targets. This is in line with research conducted by Niken Herawati, Asrah Tandirerung Ranteallo and Karina Syafira (2021) who conducted research on employees of the Human Resources Division at PT. Bhumyamca Sekawan South Jakarta Which shows that there is a very strong and positive relationship between compensation and performance. Decent compensation can reduce financial problems experienced by employees, which are often a source of stress. By reducing stress related to finances, employees can focus more on tasks and responsibilities them, which in turn improves their performance.

4. The Influence of Village Government Support on the Performance of Bumdes Operational Implementers

Based on the analysis results, Village Government Support is proven to have a positive and significant influence on Performance. This is supported by the t-statistic value of 4.830 which is greater than the t-table (1.96) and the p-value of 0.000 which is smaller than α (0.05). This can be explained that Village Government Support plays a very important role in improving the operational performance of Village-Owned Enterprises because with village government support, Bumdes can more easily access marketing networks, obtain market information, and build partnerships with other parties. This can improve Bumdes' operational performance and income.

This is in line with research conducted by Gedion Edwar Yudhistira, and Emy Kholifah R (2024) that providing active support, and involving the community and other parties in developing BUMDes will create strong synergy between the government and the community, advance the village economy, and improve welfare. local community. Overall, village government support has a significant influence on the performance of Bumdes operational implementers. With the right support, Bumdes can operate more efficiently and effectively, and achieve greater goals in empowering and improving village communities local economy.

5. The Influence of Work Motivation on the Performance of Bumdes Operational Implementers

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

Based on the results of the analysis, motivation has a positive and significant influence on performance. This is proven by the t-statistic value of 3.074 which is greater than the t-table (1.96) and the p-value of 0.002 which is smaller than α (0.05). This can be explained that work motivation is a key factor that affects the operational performance of Village-Owned Enterprises (Bumdes) because motivated employees tend to work more actively and efficiently. High motivation encourages operational implementers to complete their tasks better and faster, thereby increasing the overall productivity of Bumdes. In addition, motivated operational implementers are more likely to show high commitment to Bumdes' goals and strive to achieve them.

This is in line with research conducted by Ranndy Sterry Kindangen, David P. E. Saerang and Novi Swandari Budiarto that motivation has a significant effect on performance. Overall, work motivation has a significant impact on the performance of Bumdes operational implementers. Building a work environment that motivates employees will not only improve individual performance but also have a positive impact on Bumdes as a whole, including achieving village social and economic goals.

6. The Influence of Compensation on the Performance of Operational Implementers with Work Motivation as a Mediating Variable in Bumdes

Based on the results of the analysis, compensation does not have a significant influence on employee performance through motivation. This is proven by the t-statistic value of 1.619 which is smaller than the t-table (1.96) and the p-value of 0.105 which is greater than α (0.05). This can be explained that providing compensation does not directly improve employee performance when it is mediated by motivation. This may happen because the compensation provided has not been able to effectively motivate employees to improve their performance. In other words, although compensation is important, the motivational factors it mediates are not strong enough to significantly link compensation to performance.

The results of this research are different or contradictory to previous research which states that work motivation variables can strengthen or weaken the relationship between the influence of compensation variables on performance. Therefore, it can be concluded that H6 the compensation variable influences the performance of Bumdes operational implementers through work motivation, is rejected

7. The Influence of Village Government Support on the Performance of Operational Implementers with Work Motivation as a Mediating Variable in Bumdes

Based on the analysis results, Village Government Support has a positive and significant influence on performance through work motivation. This is supported by the t-statistic value of 2.791 which is greater than the t-table (1.96) and the p-value of 0.005 which is smaller than α (0.05).

This can mean that the support provided by the village government (either in the form of policies, facilities or programs) can increase the work motivation of employees or village communities, which ultimately contributes to improved performance.

CONCLUSION

After carrying out the analysis and discussion above, the researcher can conclude that compensation has a positive and significant effect on work motivation. Village government support has a positive and significant effect on motivation. Compensation has a positive and significant effect on performance. Village government support has a positive and significant effect on performance. Motivation has a positive and significant effect on performance. Compensation has no significant effect on employee performance through motivation. Village government support has a positive and significant effect on performance through work motivation.

REFERENCES

- Aziz, S. A. (2010). *Desa dan Pembangunan*. Bandung: Alfabeta.
- Chambers, R. (2020). *Ideas for Development*. Routledge.
- Chintary Valentine Queen & Asih Widi Lestari. (2016). Peran Pemerintahan Desa dalam Mengelola Badan Usaha Milik Desa (BUMDES). *Jurnal Ilmu Sosial dan Ilmu Politik*, Vol. 5, No. 2
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (6th ed.). McGraw-Hill Education.
- Dessler, Gery. (2008). *Human Resource Management*. Pearson Education.
- Eko, Sutoro. (2018). *Desa dan Otonomi Desa: Kajian dari Perspektif Pemerintahan Lokal*. Jakarta: Penerbit Universitas Terbuka.
- Furqon Mohammad Amir & Moh.Amin Qudbi. (2018). Pengaruh Gaya Kepemimpinan Terhadap kinerja Masyarakat Pada Bumdes Desa Rombosan Sumenep. *Jurnal Manajemen & Kewirausahaan*, Vol. 3, No. 1
- Harahap Dewi Suryani & Hazmanan Khair. (2019). Pengaruh Kepemimpinan dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja. *Jurnal Ilmiah Magister Manajemen*, Vol. 2, No. 1
- Hasibuan, M. S. P. (2006). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Ismanto, Bambang. (2020). *Pengelolaan Desa Berkelanjutan: Pendekatan Teoritis dan Praktis*. Jakarta: Gramedia Pustaka Utama, 2020.
- Kindagen Rannidy Sterry, David P.E. Saerang & Novi Swanari Budiarto. (2022). Pengaruh Kompetensi, Motivasi dan Kompensasi Terhadap Kinerja Aparatur Pemerintahan Desa Dalam Pengelolaan Keuangan Desa Berbasis Siskeudes di Kecamatan Remboken Kabupaten Minahasa. *Jurnal Riset Akuntansi dan Auditing*, Vol.13, No. 2
- Koho Intan Rachmina & Yulita Rosmitika Jaya. (2022). Peran Kepala Desa Dalam Pengelolaan Badan Usaha Milik Desa (Studi kasus BUMDES di Desa Curug Sangereng, Kecamatan Kelapa Dua, Kabupaten Tangerang), Vol.16, No.2
- Luthans, F. (2019). *Organizational Behavior*. 12th Edition. McGraw-Hill Education.
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management*. Cengage Learning.
- McGinnis, M. D. (2011). *An Introduction to Institutional Analysis*. Indiana University Press.
- Mubarak, H. (2013). *Pembangunan dan Pemberdayaan Desa*. Jakarta: Penerbit Gramedia

THE INFLUENCE OF COMPENSATION AND VILLAGE GOVERNMENT SUPPORT ON THE PERFORMANCE OF OPERATIONAL IMPLEMENTERS WITH WORK MOTIVATION AS A MEDIATING VARIABLE AT BUMDES IN BELITUNG DISTRICT

Maryani dkk.,

- Muchzen dkk. (2019). Pengaruh kompensasi terhadap kinerja melalui motivasi dan disiplin kerja pegawai Kantor Unit Penyelenggara Pelabuhan Garongkong Kabupaten Barru. *Journal of Management*, Vol. 2, No. 1
- Muluk, D. M. (2011). *Manajemen Pemerintahan Desa*. Yogyakarta: Penerbit Andi.
- Rivai, Veithzal. (2020). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. RajaGrafindo Persada.
- Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (18th ed.). Pearson.
- Robbins, S.P. & Judge, T.A. (2018). *Essentials of Organizational Behavior*. 14th Edition. Pearson Education, Inc.
- Safitri Intan & Ageung Saepudin Kanda. (2024). Analisis Motivasi Kerja Dan Kepemimpinan Terhadap Peningkatan Produktivitas Kerja Pada Desa Saguling Kabupaten Bandung Barat. *Jurnal Ekonomi dan Manajemen* Vol. 6, No. 2
- Siahaan, M. M. (2005). *Pemerintahan Desa dan Otonomi Daerah*. Jakarta: Penerbit Rineka Cipta.
- Yudhistira Gedion Edwar & Emy Kholifah R. (2024). Peran Pemerintahan Desa dalam Mengelola Badan Usaha Milik Desa (BUMDES) Di Desa Mulyorejo Kecamatan Silo Kabupaten Jember, Vol.4, No.1