Driving Rural Economic Growth: Enhancing BUMDesa Employee Performance through Organizational Culture, Work Environment, and Motivation

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Abstract:

This study aims to analyze the influence of organizational culture, work environment, job characteristics, and work motivation on the performance of Village-Owned Enterprises (BUMDesa) employees in Tejakula District. The research is driven by the strategic role of BUMDesa in fostering rural economic growth and improving community welfare through effective management of local economic resources. However, challenges remain, including high levels of uncollected receivables, low employee loyalty, and underutilization of initial capital. A quantitative research approach was employed, involving all BUMDesa employees in Tejakula District as the study population. Data were collected through questionnaires, interviews, and document analysis, and analyzed using multiple linear regression techniques. The findings reveal that organizational culture, work environment, job characteristics, and work motivation significantly influence employee performance both simultaneously and partially. These results underscore the importance of fostering a strong organizational culture, cultivating a supportive work environment, designing jobs that align with employee competencies, and enhancing motivation to drive better performance. The practical implication of this research is the need for improved human resource strategies in BUMDesa to boost operational effectiveness and support sustainable rural economic development. The study serves as a valuable reference for BUMDesa leaders and village governments in designing strategic policies to enhance employee performance and institutional sustainability.

Keywords: *Organizational Culture, Work Environment, Job Characteristics, Work Motivation, Rural Economic Growth*

1. Introduction

Village-Owned Enterprises (BUMDesa) are legally established entities designed to promote rural economic growth and foster self-sufficiency within Indonesia's villages. In Tejakula District, Buleleng Regency, Bali, every village has formed a BUMDesa, managing various business activities such as services, trade, savings and loans, and other ventures tailored to each village's unique resources. According to the Ministry of Villages, Disadvantaged Regions, and Transmigration, five BUMDesa in

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Tejakula are classified as "advanced" while the other five are categorized as "developing." This classification, based on aspects like institutional structure, capital, partnerships, and community impact, reflects the overall strength and potential of these enterprises (Handayani & Suaida, 2024; Sinarwati & Suarmanayasa, 2023). However, sustaining and enhancing this performance requires capable human resources with strong managerial skills and work discipline.

Despite structural and legal readiness, field observations reveal that many BUMDesa in Tejakula still experience operational inefficiencies. Some businesses fail to begin operations on time, and the working hours often depend on managerial discretion. Community reports and manager interviews highlight difficulties in retaining staff, with many employees leaving their positions when faced with strict supervision. This high turnover rate reflects a lack of work commitment and indicates insufficient motivation among workers (Winahyu & Samsuryaningrum, 2022). Employees with strong loyalty and intrinsic motivation are critical to ensuring consistent and effective service delivery, as they are more likely to work voluntarily and minimize misconduct (Rahmawati, 2022; Roos et al., 2021).

While performance evaluation frameworks like Key Performance Indicators (KPI) and the Balanced Scorecard are widely used in the public and private sectors, their application in BUMDesa is rare (Handayani & Suaida, 2024). Most existing studies on employee performance focus on urban, corporate, or governmental contexts. The unique challenges of rural enterprises like BUMDesa, particularly in motivating employees and fostering accountability in semi-formal village-based organizations, remain underexplored. Goni et al. (2021) and Saryadi & Sundari (2023) emphasized the importance of organizational culture and work environment in shaping performance, yet few studies have examined these factors holistically within rural economic institutions.

This study addresses that gap by analyzing how organizational culture, work environment, job characteristics, and work motivation affect the performance of BUMDesa employees in Tejakula District. Previous research has indicated that each of these variables plays a significant role in shaping employee outcomes. For example, work motivation is strongly linked to employee discipline and responsibility (Rahmawati, 2024; Majid et al., 2020), while a supportive organizational culture can improve performance and reduce stress (Awang et al., 2022; Siddiqi & Jamal, 2024). Furthermore, job design and characteristics directly influence task engagement and passion (Cangialosi, 2023; Breu & Yasseri, 2021).

The novelty of this study lies in its integrated approach. While prior studies have investigated the impact of individual factors such as motivation or work culture, few have simultaneously considered all four dimensions—organizational culture, environment, job characteristics, and motivation—in a village enterprise context. This research also draws on recent findings from similar studies in local governance and public service institutions (Darmawan, 2022; Firjatullah et al., 2024), adapting them

to the distinct dynamics of BUMDesa. By doing so, it offers a more comprehensive understanding of performance optimization in rural economic institutions.

The urgency of this research is underscored by the growing role of BUMDesa in rural development and poverty reduction. In the post-pandemic recovery era, village economies are expected to become more self-reliant, with BUMDesa playing a central role in generating employment and stimulating local business ecosystems (Sinarwati et al., 2024; Suarmanayasa, 2024). However, this potential can only be realized if employee performance is managed systematically and supported by conducive work conditions and proper incentives (Ningsih & Ermawanti, 2023). Without these, BUMDesa risk stagnation or even decline despite favorable external conditions.

Moreover, this study responds to calls from scholars and policymakers for more localized, evidence-based approaches to human resource development in village enterprises (Diatmika et al., 2021; Heryanda, 2020). It seeks to bridge theoretical insights with practical challenges faced by BUMDesa in Tejakula, providing data-driven recommendations for managers and village leaders. By identifying which factors most significantly influence performance, this research can inform training programs, recruitment strategies, and performance evaluation methods tailored to rural institutions.

The objective of this research is therefore twofold: (1) to empirically examine the influence of organizational culture, work environment, job characteristics, and motivation on employee performance in BUMDesa Tejakula; and (2) to provide actionable insights for improving human resource management within BUMDesa, thereby enhancing their contribution to village economic development. This research is expected to benefit policymakers, village governments, and BUMDesa managers in optimizing employee potential and achieving sustainable rural development.

2. Theoretical Background

Employee Performance

Employee performance refers to the quality or quantity of work achieved by an individual or group in carrying out their responsibilities and roles to achieve the company's goals and collective success. This objective is implemented to ensure that all processes within the organization are optimized to enhance the productivity of employees, teams, and the organization as a whole. In rural enterprises such as BUMDesa, employee performance also reflects the sustainability of services and community trust. A high turnover rate, lack of punctuality, and weak discipline—often found in BUMDesa—indicate performance issues rooted in low motivation and insufficient work commitment (Winahyu & Samsuryaningrum, 2022; Rahmawati, 2022). Strong performance is influenced not only by skills but also by contextual factors such as work environment and motivation (Roos et al., 2021; Sinarwati & Suarmanayasa, 2023).

Organizational Culture

Work culture is a set of assumptions or a system of beliefs, values, and norms developed within an organization that serves as the basis for members' behavior in addressing external adaptation and internal integration challenges. In summary, work culture refers to the norms, values, and habits that characterize the work environment of an organization. These habits are repeated behaviors performed by employees within an organization, which have become customary and are morally agreed upon by organizational members as practices that must be followed to carry out work and achieve organizational goals. From this explanation, work culture or organizational culture can be understood as behaviors repeatedly performed by individuals within an organization that have become habitual in the execution of their duties. A positive and supportive organizational culture significantly enhances employee engagement and reduces resistance to change, which is essential in small-scale village enterprises (Awang et al., 2022; Siddiqi & Jamal, 2024). In the context of BUMDesa, cultivating a culture of discipline, responsibility, and service-orientation is crucial to improving institutional performance (Handayani & Suaida, 2024; Darmawan, 2022).

Work Environment

The work environment is defined as the entirety of facilities and infrastructure surrounding employees while they perform their tasks, which can influence the execution of the work itself. Based on this expert definition, it can be assumed that the work environment is the atmosphere in which employees operate within an organization, affecting their physical and psychological conditions either directly or indirectly. Therefore, a work environment can be categorized as good if employees are able to work calmly, optimally, and with high productivity. In many BUMDesa, the lack of standardized operational procedures and reliance on personal discretion create inconsistent work environments (Winahyu & Samsuryaningrum, 2022). A supportive work environment not only improves morale but also enhances commitment and reduces absenteeism, thereby contributing to higher performance outcomes (Ningsih & Ermawanti, 2023; Saryadi & Sundari, 2023).

Job Characteristics

Job characteristics are the aspects or attributes that form the essence of a particular job. These include elements such as the tasks to be performed, the level of responsibility, the degree of autonomy possessed by employees, the extent of decision-making involved in the job, as well as other factors that influence an individual's work experience in carrying out their duties. Job characteristics can vary across different roles, but a thorough understanding of these characteristics enables organizations to design jobs that align with employee needs and organizational goals. Research shows that clarity of roles, autonomy, and meaningfulness in job tasks significantly influence intrinsic motivation and performance (Cangialosi, 2023; Breu & Yasseri, 2021). In village-owned enterprises, clearly defined job roles can help reduce confusion and improve service efficiency (Majid et al., 2020).

Work Motivation

Motivation originates from the Latin word *movere*, which means a drive or the provision of driving force that creates an individual's enthusiasm to cooperate, work

effectively, and integrate all efforts to achieve satisfaction. Work motivation is the condition or energy that directs and moves employees toward achieving the goals of the organization. It is the productive and positive mental attitude of employees toward their work situation that strengthens their motivation to achieve optimal performance. Motivated employees tend to display higher discipline, are more committed to their responsibilities, and have a greater impact on organizational success (Rahmawati, 2024; Firjatullah et al., 2024). In rural contexts, motivation is often influenced by non-material rewards, job meaningfulness, and alignment with community values (Suarmanayasa, 2024; Goni et al., 2021).

3. Methodology

This study will use a quantitative method. Quantitative research explicitly or implicitly concerns the influence of independent variables (causes) on dependent variables (effects). Quantitative research is value-free. Generally, the research is conducted on a specific population or a representative sample. The research process is deductive, where concepts or theories are used to answer the research problems, allowing hypotheses to be formulated. The hypothesis is then tested through the collection of field data. The collected data are subsequently analyzed quantitatively using descriptive or inferential statistics to determine whether the formulated hypothesis is supported or not. The population in this study consists of all employees, including operational staff and administrators of BUMDesa in Tejakula District, totaling 118 individuals. The sampling technique used in this study is total sampling, a method in which all elements in the population become part of the sample. In this case, the entire population of 118 individuals is taken as the research sample, which includes all officers, operational staff, and administrators of BUMDesa in Tejakula District, Buleleng Regency. The total sampling approach is chosen to ensure the representativeness of the entire population, providing a comprehensive overview of the characteristics under study.

4. Empirical Findings/Result

Instrument Test
Validity test
Validity testing is used to assess the feasibility of the instrument or indicators as measurement tools for the variables in the questionnaire, which was administered to 30 respondents.

Table 1. Validity Test Results

Variable	Indicator	Pearson Corellation	Information
Employee Performance (Y)	Y1.1	0.844	*Valid*
	Y1.2	0.884	*Valid*
	Y1.3	0.882	*Valid*
	Y1.4	0.819	*Valid*
Organizational Culture (X1)	X1.1	0.743	*Valid*
	X1.2	0.747	*Valid*
	X1.3	0.867	*Valid*
	X1.4	0.857	*Valid*

Variable	Indicator	Pearson Corellation	Information
Work Environment (X2)	X2.1	0.867	*Valid*
	X2.2	0.883	*Valid*
	X2.3	0.525	*Valid*
Job Characteristics (X3)	X3.1	0.846	*Valid*
	X3.2	0.922	*Valid*
	X3.3	0.921	*Valid*
	X3.4	0.920	*Valid*
Work Motivation (X4)	X4.1	0.928	*Valid*
	X4.2	0.856	*Valid*
	X4.3	0.861	*Valid*
	X4.4	0.821	*Valid*
	X4.5	0.906	*Valid*

Source: 2025 processed original data

As shown in Table 1. , the research variables have Pearson correlation values greater than 0.361. This indicates that the statements in the questionnaire meet the criteria for validity.

Reliability Test
Reliability testing is conducted after validity testing to assess the consistency and stability of the research instrument (Sugiyono, 2019:175). The results of the reliability test are presented in Table 2.

Table 2. Reliability Test Results

Variable	Reliability Value	Standard	Information
Employee Performance (Y)	0.878		Reliable
Organizational Culture (X1)	0.814		Reliable
Work Environment (X2)	0.651	0,6	Reliable
Job Characteristics (X3)	0.922		Reliable
Work Motivation (X4)	0.923		Reliable

Source: 2025 processed original data

Based on the Cronbach's alpha values, where each variable has a value above 0.600, the instrument can be considered reliable.

Traditional assumption test
Test of normalcy
This test is conducted to examine whether a regression model exhibits a normal distribution. The normality test of the residual data in this study employs the Kolmogorov-Smirnov method. The residual data are considered normally distributed if the significance probability value or Asymp. Sig. (2-tailed) coefficient is greater than the applied significance level of 0.05 (5%).

Table 3. Normality Test Results

	Unstandardized Residual
N	118
Kolmogorov-Smirnov Z	.668
Asymp. Sig. (2-tailed)	.763

Source: 2025 processed original data

Based on the results of the analysis in table 3, it was found that the significance value was 0.763, which exceeded the threshold value of 0.05. This indicates that the residual data used in this study are normally distributed.

Test of Multicollinearity

Multicollinearity testing aims to examine whether there is a correlation among independent variables in a regression model. The presence of multicollinearity can be identified through tolerance values and the Variance Inflation Factor (VIF). If the tolerance value is greater than 0.10 or the VIF is less than 10, it can be concluded that there is no multicollinearity. The higher the VIF value, the stronger the indication of a relationship among independent variables that may affect the stability of the regression model.

Table 4. Results of the Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Culture	.604	1.655
	Work Environment	.456	2.193
	Job Characteristics	.360	2.780
	Work Motivation	.970	1.031

a. Dependent Variable: Employee Performance

Source: 2025 processed original data

To ensure that the model used in this study is free from multicollinearity, the results of the multicollinearity test presented in Table 4. show the following: the organizational culture variable (X1) has a tolerance value of 0.604 and a VIF of 1.655; the work environment variable (X2) has a tolerance value of 0.456 and a VIF of 2.193; the job characteristics variable (X3) has a tolerance value of 0.360 and a VIF of 2.780; and the work motivation variable (X4) has a tolerance value of 0.970 and a VIF of 1.031. These values indicate that the tolerance for each variable is greater than 0.10 and the VIF is less than 10, meaning the regression model is free from multicollinearity.

Test of Heteroscedasticity

Heteroscedasticity testing aims to examine whether there is inequality in the variance of residuals from one observation to another within a regression model. If the significance value exceeds 0.05, it can be concluded that there is no heteroscedasticity in the model.

Table 5. Heteroscedasticity Test Results

Variable	Sig.
(Constant)	.057
Organizational Culture	.838
Work Environment	.529
Job Characteristics	.053
Work Motivation	.843

Source: 2025 processed original data

Based on the results of the heteroscedasticity test using the Glejser test, where the significance value is above 0.050, it can be concluded that heteroscedasticity does not occur. After the regression model meets the classical assumption requirements, allowing it to be used as a valid predictive model for the study, hypothesis testing will be conducted next.

Hypothesis Testing
Considering that all assumption tests have been met, the hypothesis testing is continued using multiple regression analysis.

1) Multiple Linear Regression Analysis Results
Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable. Data processing assisted by the SPSS program shows the research results presented in Table 6. below.

Table 6. Multiple Linear Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	6.343	1.686	
	Organizational Culture	.165	.067	.219
	Work Environment	.179	.078	.236
	Job Characteristics	.164	.062	.305
	Work Motivation	.128	.063	.142

Source: 2025 processed original data

Based on the regression results, referring to the multiple linear regression equation used, namely:

$$Y = 6.343 + 0.165X1 + 0.179X2 + 0.164X3 + 0.128X4$$

The data processing results using SPSS can be explained as follows:
a. The constant value (a) of 6.343 means that if work culture, work environment, job characteristics, and work motivation are all zero (constant), then employee performance (Y) will increase by 6.343.
b. $b1 = 0.165$ indicates that the work culture variable has a positive relationship with employee performance. This means that if the work culture variable (X1) increases, employee performance (Y) will increase by 0.165.
c. $b2 = 0.179$ indicates that the work environment variable has a positive relationship with employee performance. This means that if the work environment variable (X2) increases, employee performance (Y) will increase by 0.179.
d. $b3 = 0.164$ indicates that the job characteristics variable has a positive relationship with employee performance. This means that if the job characteristics variable (X3) increases, employee performance (Y) will increase by 0.164.
e. $b4 = 0.128$ indicates that the work motivation variable has a positive relationship with employee performance. This means that if the work motivation variable (X4) increases, employee performance (Y) will increase by 0.128.

2) SilmutaneouslyTest Results (F-Test)

The F test is conducted to determine whether the independent variables simultaneously affect the dependent variable.

Table 7. F Statistic Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	224.678	4	56.170	24.399	.000[b]
1	Residual	260.144	113	2.302		
	Total	484.822	117			

a. Dependent Variable: employee performance

b. Predictors: (Constant), Organizational Culture, Work Environment, Job Characteristics, and Work Motivation

Source: 2025 processed original data

Based on the data in Table 7, the analysis results are explained as follows:

a. Formulating the hypothesis

Ho : $b_{1,2,3,4} = 0$, meaning there is no positive and significant simultaneous effect of work culture, work environment, job characteristics, and work motivation on employee performance.

Ha : $b_{1,2,3,4} > 0$, meaning there is a positive and significant simultaneous effect of work culture, work environment, job characteristics, and work motivation on employee performance.

b. Determining the level of significance

Using a confidence level of 95% or an error rate of 5% ($\alpha = 0.05$).

c. Testing criteria

If F Sig < 0.05, then Ho is rejected and Ha is accepted.

If F Sig > 0.05, then Ho is accepted and Ha is rejected.

d. Calculating F-statistic

The calculation results in Table 5.11 show Fsig = 0.000.

e. Decision

Based on the calculation results in Table 7, the obtained F sig is 0.000, which is less than 0.05. This means that the variables of work culture, work environment, job characteristics, and work motivation simultaneously affect employee performance.

3) Partial Significance Test Results (T-Test)

The T-test is used to examine the effect of independent variables on the dependent variable. The significance level (α) applied in this study is 5 percent (0.05). If the significance value of t is greater than $\alpha = 0.05$, then the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected, indicating that the independent variable does not have a significant effect on the dependent variable. Conversely, if the significance value of t is less than or equal to $\alpha = 0.05$, the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected, which means that the independent variable has a significant effect on the dependent variable. The results of the t-test are presented in Table 8. as follows.

Table 8. Results of Partial Significance Test (T-Test)

Model		t	Sig.
1	(Constant)	3.762	.000
	Organizational Culture	2.472	.015
	Work Environment	2.310	.023
	Job Characteristics	2.656	.009
	Work Motivation	2.028	.045

Source: 2025 processed original data

The results of testing the effect of each independent variable on the dependent variable in this study are described as follows:

a. Hypothesis 1: Since the t significance level is 0.015, which is less than 0.05, H_1 is accepted. This indicates that work culture has a significant effect on employee performance.
b. Hypothesis 2: Since the t significance level is 0.023, which is less than 0.05, H_2 is accepted. This indicates that the work environment has a significant effect on employee performance.
c. Hypothesis 3: Since the t significance level is 0.009, which is less than 0.05, H_3 is accepted. This indicates that job characteristics have a significant effect on employee performance.
d. Hypothesis 4: Since the t significance level is 0.045, which is less than 0.05, H_4 is accepted. This indicates that work motivation has a significant effect on employee performance.

4) Results of the Determination CoefficientTest (R2)
The coefficient of determination in multiple linear regression can be used to determine the percentage contribution of the independent variables—organizational culture (X_1), work environment (X_2), job characteristics (X_3), and work motivation (X_4)—simultaneously to the dependent variable, employee performance (Y). The coefficient of determination, denoted as R^2, indicates the extent to which the independent variables explain the variation in the dependent variable. A low R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. Conversely, a value close to one indicates that the independent variables provide almost all the information needed to predict the variation in the dependent variable. This coefficient represents the percentage magnitude of the variation in the dependent variable explained by the independent variables. The results of the coefficient of determination analysis can be seen in the following table.

Table 9. Results of the Determination Coefficient Test (R^2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,681ª	,463	,444	1,51729	2,038

a. Predictors: (Constant), Organizational Culture, Work Environment, Job Characteristics, and Work Motivation

b. Dependent Variable: employee performance

Source: 2025 processed original data

Based on the results of the coefficient of determination (R^2) test presented in the table above, the Adjusted R Square value is 0.444. This indicates that 44.4% of the variation in employee performance can be explained by the four independent variables, namely work culture, work environment, job characteristics, and work motivation. Meanwhile, the remaining 55.6% is influenced by other factors not included in this research model.

5. Discussion

Work culture directly affects employee performance, as evidenced by the high scores on the indicators of punctuality and adherence to prescribed work procedures, which are significantly higher compared to other work culture indicators. The influence of these two indicators is also strongly reflected in the management of Village-Owned Enterprises (BUMDesa), where they have a substantial impact on employee performance. If the work culture, particularly employees' discipline in complying with working hours and their ability to follow the organization's (BUMDesa) established rules or procedures, is maintained, the quality of work produced is assured to meet planned standards. Conversely, if the work culture is not optimally implemented, the quality of employee performance will also be suboptimal. Several studies have demonstrated that work culture significantly influences organizational performance improvement, including in village institutional sectors. Heryanda (2020) empirically proved that a positive organizational culture and effective internal communication can enhance employee job satisfaction, which in turn positively impacts individual and organizational performance. Although this study was conducted in local government institutions, its findings are highly relevant to the context of BUMDesa, which also operates under a collective work system and public service framework. Furthermore, Sinarwati and Suarmanayasa (2023) emphasize that the resources owned by BUMDesa, particularly in terms of governance and human resource quality, play a crucial role in driving village economic development. This highlights that a work culture supporting professionalism, responsibility, and collaboration is a vital element in creating an adaptive and competitive village organization.

The work environment affects the performance of BUMDesa employees, where a conducive work environment—such as the availability of complete supporting facilities and infrastructure, a comfortable and safe office or workspace, and harmonious relationships among employees—will certainly enhance the quality of

work carried out by employees, particularly those at BUMDesa. Observing the offices or workplaces of BUMDesa in the Tejakula sub-district, most have office buildings. However, it cannot be denied that due to the limitations faced by the villages, some office facilities appear inadequate. Whether consciously or unconsciously, this condition can affect the quality of work performed by employees, as safety and comfort are also benchmarks for the work achievements employees can accomplish. In the context of BUMDesa institutional development, these findings strengthen the argument that a conducive work environment is a crucial indicator of organizational success. This aligns with the study by Sinarwati and Suarmanayasa (2023), which emphasizes the importance of professionalism and efficient human resource management in promoting village economic development through BUMDesa. One aspect of professionalism highlighted is the creation of a healthy work climate, both in terms of organizational structure and interpersonal relationships among employees.

Job characteristics influence the performance of BUMDesa employees. Observing the reality of job characteristics at BUMDesa, particularly in villages within the Tejakula sub-district, it can be said that they are functioning well. The influence on employee performance in this study received a high score, although still with some reservations. Understanding job characteristics is closely related to the educational level of employees. Considering that most BUMDesa employees in Tejakula have a high school education or less, with many not completing high school, their ability to comprehend assigned tasks is suboptimal. Evidently, when employees can understand their tasks and are aware of the extent of control they have, the quality of work produced is assured to meet planned standards. Therefore, BUMDesa management must understand the capabilities of their employees and assign them roles that match their competencies to achieve optimal performance.

Research by Rahmawati (2022) shows that ability and work motivation, which are closely related to job design and clear responsibilities, significantly affect employee performance in the hospitality sector. Employees with jobs that offer growth opportunities, challenges suited to their abilities, and autonomy in decision-making tend to exhibit higher performance. These findings indicate that positive job characteristics strengthen intrinsic motivation, which is a key driver of increased productivity. Meanwhile, Sinarwati and Suarmanayasa (2023) emphasize the importance of human resources in BUMDesa management, where structured job characteristics aligned with local capacities significantly encourage employee contributions to village economic development. Assigning employees according to their competencies, clarifying job responsibilities, and providing meaningful roles in village development are important indicators for improving institutional performance. Furthermore, Sinarwati et al. (2024), in their study on BUMDesa collaboration models to foster inclusive village entrepreneurship, highlight that job characteristics that contribute value to the community, as well as opportunities for learning and innovation, are crucial factors in fostering work enthusiasm. In the collaborative work system implemented, each individual feels responsible and valued for the village's progress, ultimately enhancing dedication and work performance. This concept is further supported by research from Suwena and Heryanda (2024), which demonstrates

that human capital and entrepreneurial orientation—two elements closely related to job designs rich in challenges and opportunities—have a significant influence on the performance of local business actors. The more challenging and meaningful a job is, the higher the work motivation and performance achievements of its actors.

The effect of work motivation on the performance of BUMDesa employees is found to be very significant based on both research data and direct observations in the field. Employees work primarily to earn income or salary, while companies, including BUMDesa, operate with the main goal of generating profit. Every company believes that to increase profits, employees must be able to work optimally. To achieve the company's objectives, employees must be motivated through recognition, fulfillment of physiological needs, acknowledgment of their existence, and continuous training to enhance their potential. When employees have high work motivation, the quality of work is achieved, the quantity of work is met, tasks are completed on time, and company costs are more effective. When all these conditions are met, employee performance will certainly be optimal. Furthermore, Suwena and Heryanda (2024), in their study on MSMEs in Buleleng Regency, found that digital literacy and entrepreneurial orientation, which correlate with the internal motivation of business actors, have a strong influence on performance. This provides evidence that motivation built on values of independence, innovation, and the desire to grow can improve performance in the local economic sector, including institutions such as BUMDesa that operate in village business lines.

Organizational culture, work environment, job characteristics, and work motivation simultaneously affect the performance of BUMDesa employees. In practice, when employees feel motivated by receiving recognition from leadership or bonuses for their achievements, a clear work culture or organizational values, a conducive work environment with harmonious interpersonal relationships among employees, and an understanding of the meaning of tasks assigned, the achievement of work targets with optimal quality, appropriate quantity, timely completion, and cost efficiency is ensured. Consequently, employee performance improvement becomes optimal. With the legal status now held by BUMDesa, it is appropriate for the organizational management of this institution to become more professional. It requires individuals with a high spirit of dedication and adequate knowledge or management skills so that the performance of BUMDesa employees can operate optimally. Furthermore, good job characteristics—such as role clarity, task variety, responsibility, and feedback—are important elements highlighted in the studies of Sinarwati and Suarmanayasa (2023) and Suwena and Heryanda (2024). In the context of BUMDesa, structured job characteristics aligned with individual potential foster a sense of ownership of the work, increase work effectiveness, and strengthen loyalty to the institution.

6. Conclusions

Based on the above research, it can be concluded that organizational culture, work environment, job characteristics, and work motivation each have a positive and

significant effect on employee performance. A strong and constructive organizational culture enhances employee performance by encouraging compliance with established work procedures and aligning employee behavior with organizational goals. Similarly, a supportive and comfortable work environment fosters employee effectiveness and productivity, with harmonious interpersonal relationships contributing to timely and efficient task completion. Job characteristics also play a critical role, as well-structured, meaningful, and challenging jobs not only boost motivation but also improve the quality and quantity of work. Proper employee placement based on willingness and task comprehension further enhances performance outcomes. Moreover, work motivation—both intrinsic and extrinsic—has a significant impact on performance, where highly motivated employees demonstrate greater commitment and effectiveness in their roles. Collectively, these four variables interact synergistically to strengthen productivity and organizational success. When employees are highly motivated, supported by a conducive organizational culture and work environment, and placed in roles that align with their abilities and understanding, optimal employee performance can be achieved.

For future research, it is recommended to explore additional factors that may influence employee performance, such as leadership style, training and development, reward systems, or the impact of digital transformation, especially within the context of rural enterprises like BUMDesa. Moreover, conducting comparative studies across different sectors or regions could provide broader insights into the dynamics of employee performance and organizational effectiveness.

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