

# **The Effect of Personal Characteristics, Local Culture, And Charismatic Leadership On Work Ethos, Organizational Commitments And Performance Of Village Apparatus In Lombok Island West Nusa Tenggara Province**

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**ABSTRACT:** *Since the reform era in Indonesia in 1998, there has been a change in leadership patterns and services of the state apparatus to the community. In addition, with the enactment of Law No. 22 of 1999 concerning Regional Autonomy and Law No. 32 of 2004 concerning the Regional Government, the community service system is carried out in a decentralized manner and adapted to the local wisdom applicable in each region. This study aims to prove and analyze the influence of personal characteristics, local culture, charismatic leadership on work ethic, organizational commitment and performance of village officials on the island of Lombok, West Nusa Tenggara Province. The sample of this study is a village apparatus on the island of Lombok with 140 people obtained based on the proportional random sampling. The collected data was analyzed using Structural Equation Modeling (SEM) Version 19 using the AMOS 20.01. The results of hypothesis testing come to conclusions: (1) personal characteristics have a significant effect on work ethic, (2) personal characteristics have a significant effect both on organizational commitment and performance of village officials, (3) local culture has no significant effect on work ethic, (4) local culture has a significant effect on organizational commitment and the performance of village officials, (5) charismatic leadership has a significant effect on work ethic, (6) organizational commitment, performance of village officials, and work ethic have a significant effect on organizational performance and commitment of village officials, and (7) organizational commitment has a significant effect on apparatus performance village. The findings in this study prove empirically that personal characteristics, local culture, charismatic leadership, work ethic, and organizational commitment have significant contributions in improving the performance of the Village Apparatus in Lombok.*

**KEYWORDS:** *Personal Characteristics, Local Culture, Charismatic Leadership, Work Ethics, Organizational Commitment, and Organizational Performance.*

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## **I. INTRODUCTION**

Since the end of the New Order era and the emergence of the Reformation era in 1998, there has been a pattern of leadership and service for state apparatus in Indonesia in meeting the needs of the community. Additions, with the enactment of Law No. 22 of 1999 concerning Regional Autonomy and Law No. 32 of 2004 concerning the Regional Government, the community service system is carried out in a decentralized manner and adapted to the local wisdom applicable in each region. In a decentralized government there has been delegation of authority to regional government apparatus, including village government officials. To ensure the effectiveness of government in the regions, the characteristics of government officials are required to fulfill the job qualifications that are to be filled, including: having a leadership spirit, commitment to the organization, and being driven by the spirit of culture and local wisdom.

Ayok (2014), Pandey et al. (2015), and Marselinus state that competence and the ability to understand the main tasks and functions as government apparatus have a very important contribution to the performance of the apparatus and the quality of service to the community. Simamora (2004: 339), defining performance refers to the level of achievement of tasks that form an employee's work, performance reflects how well the employee meets the requirements of a job. Hasibuan (2003: 94) says that work performance or performance is a result of work achieved by someone in carrying out tasks assigned to him based on experience skills, and sincerity and time.

Every village official in a village government must have different characteristics. Individual characteristics are circumstances or individual characteristics that are brought into an organization. Individual

characteristics are special characteristics or special traits possessed by an employee who can make himself have different abilities with others to maintain and improve work within his organization (Mathis 2004: 64). The individual characteristics of the employee include age, gender, years of service, education level, marital status, and number of dependents. The performance of village officials is also important to be evaluated periodically to find out how far the tasks and authority given can be carried out in a real and maximum way. The performance of village officials who have been implemented with a certain level of achievement should be in accordance with the mission that has been determined as the basis for carrying out the tasks carried out.

According to Ivancevich et al (2007) some leaders have the gift of extraordinary quality, namely charisma which enables them to motivate their followers to achieve extraordinary performance. Charismatic leaders are able to play an important role in creating change. A charismatic leader is someone who creates an atmosphere of identity motivation and emotional commitment of his followers towards the leader's vision, philosophy and style. In the village context as stipulated in Law Number 6 of 2014 concerning Villages that each Village must have a vision for the 5 (five) year period outlined in the Village Medium Term Development Plan (RPJMDes). Therefore, only charismatic leaders can create an atmosphere of motivation for the identity and commitment of village officials not only to describe the vision of the village community into the village medium term development plan, but also to achieve the intended vision. Munawir further stated that charismatic leadership is the compliance shown by the people who are followers, because of their authority in leading the people. Authority arises because the leader had a moral force and extensive knowledge.

According to Koentjaraningrat, (1985: 180) "hard work" is a rural community culture, because hard work is an important requirement to be able to survive in rural communities. On Sabu Timor, for example, people who can work hard and who succeed as much as possible without the help of others are actually highly valued in society. At the village level, hard work is not only a rural community culture, but also a culture of village officials. In Java, according to Suryono (2015) reflected the conception of the local culture in achieving good performance, such as the nature of *rega* (who planted it he would pick), work was drained of sweat (work accompanied by a bath of sweat), *jerbasukimawabea* (to achieve success must want to sacrifice). On the other hand, based on Kotter and Heskett's (1992) research, culture has an influence on the performance of officials in an organization. According to Suryono (2015) the influence of culture on the performance of officials in an organization is not direct, but indirectly through work ethic. Poerwanto (2008: 17) states that culture also makes it easier to form broader commitments and thoughts than personal interests. Therefore, the indirect influence of culture on the performance of the apparatus in an organization is not only through work ethic, but also through organizational commitment. In addition to culture, other factors that influence the performance of officials in an organization are leadership.

Work ethic is one of the keys to success as well as the foundation for achieving success, with the high work ethic of an organization that will bring an organization to better quality, so that the organization becomes better therefore work ethic is one of the requirements to achieve success organization. Work ethic is an invisible force that influences human thoughts, feelings, talks and actions in the field of work, including how to think, behave and behave influenced by the work ethic that exists in a work environment, work ethic can improve performance, motivation, discipline and a strong passion for working on things as optimally as possible so that they even strive to achieve work quality as perfect as possible.

The commitment factor also influences the performance of village officials, the commitment of a village official is high so the effectiveness of organizational resources in general will be more secure. This is because organizational commitment is a key part of human resource management. Therefore, enforcement of procedural rules is an important part in building trust and honesty in the organization so that it ultimately has a positive effect on overall organizational commitment. There are indications that the organizational commitment of the village government apparatus is still very low, this can be seen from the high number of village officials who are absent and resign or leave the organization. According to Morgan and Hunt (1994) in theory, commitments are categorized into indicators of affective, continuous and normative commitment. Commitment is defined as a belief of one party that fostering relationships with other parties is an important thing that influences the optimal benefits obtained by both parties in dealing. In line with the definition of commitment according to Dwyer (1987) commitment is a form of implicit and explicit guarantee of the continuation of relationships.

## **II. LITERATUR REVIEW**

### **2.1 Human Resource Management**

According to Dessler (2006: 4), human resource management is the process of obtaining, training, evaluating, and compensating employees, paying attention to work relations, health, security and justice issues. Policies and practices determine "human" aspects or human resources in management positions, including recruiting, filtering, training, rewarding, and evaluating. According to Armstrong (2009: 4), the practice of human resource management (HR) is related to all aspects of how people work and are managed in

organizations. This includes HR strategy activities, HR management, corporate social responsibility, knowledge management, organizational development, HR resources (HR planning, recruitment and selection), performance management, learning and development, reward management, employee relations, employee welfare, health and safety, as well as providing employee services.

According to Veithzal (2009: 1), human resource management is one of the fields of general management which includes aspects of planning, organizing, implementing, and controlling. This process is found in the functions / fields of production, marketing, finance, and staffing. Because human resources (HR) are considered to be increasingly important role in achieving company goals, the various experiences and results of research in the field of HR are systematically collected in what is called human resource management. The term management means a collection of knowledge about how to manage human resources.

## **2.2 Personal Characteristics**

The most important resources in the organization are human resources, people who provide energy, talent, creativity, and their efforts to the organization so that an organization can remain in existence. Every human being has individual characteristics that are different from one another. Here are some opinions about individual characteristics. Mathiue&Zajac, (1990) states that, "Personal characteristics (individuals) include age, gender, years of service, level of education, ethnicity, and personality.

Robbins (2006: 46) states that, "Factors that are easily defined and available, data that can be obtained most of the information available in personnel an employee expresses individual characteristics including age, gender, marital status, number of dependents and years of service in the organization. Siagian (2008: 87) states that, "Biographical characteristics (individuals) can be seen from age, sex, marital status, number of dependents and years of service. According to Morrow stated that, work motivation is influenced by personal character (individual) which includes age, working period, education and gender (Prayitno, 2005). From the opinion of Robbins and Siagian above which forms the characteristics of individuals in the organization include: age, gender, marital status, length of employment, and number of dependents. Thoha (2012: 35) states that, individual characteristics include abilities, needs, beliefs, experiences, expectations.

## **2.3 Culture**

Goodenough (in Kalangie, 1994: 1) states that culture is a cognitive system, namely a system consisting of knowledge, beliefs, and values that are in the mind of individual members of society. In other words, culture is in an ideational order of reality. Or, culture is a mental equipment that community members use in the process of orientation, transactions, meetings, formulation, ideas, classification, and interpretation of real social behavior in their communities.

Soemardjan and Soemardi (in Soekanto, 2007) formulated culture as all the work, taste and creativity of the people. The work of society produces technology and material culture or material culture that is needed by humans to master the surrounding environment so that the strength and results can be devoted to the needs of the community. According to Koentjaraningrat (2002) said, that according to cultural anthropology is the whole system of ideas, actions and results of human work in the framework of the life of society which made millik human self by learning. Koentjaraningrat divides culture from 7 elements: religious system, community organization system, knowledge system, living livelihood system, technology system and language and art equipment. All cultural elements are manifested in the form of cultural systems / customs (cultural complexes, cultural themes, ideas), social systems (social activities, social complexes, social patterns, actions), and elements of physical culture (cultural objects).

## **2.4 Charismatic Leadership**

Charismatic leaders are leaders who embody an atmosphere of motivation on the basis of commitment and emotional identity on their vision, philosophy, and style in their subordinates (Ivancevich, et al., 2007: 209). Charismatic leaders are able to play an important role in creating change. Individuals who carry the qualities of a hero have charisma. Others see charismatic leaders as heroes. Weber (1947) uses the term to describe a form of influence that is not based on tradition or formal authority, but rather on the perception of the influence of followers that leaders are blessed with extraordinary qualities. According to Weber, charisma occurs when there is a social crisis, a leader emerges with a radical vision that offers a solution to the crisis, leaders attract followers who believe in that vision, they experience some success that makes that vision visible, and the followers can believe that the leader is an extraordinary person.

The concept of charismatic or charisma according to Weber (1947) emphasizes the ability of leaders who have extraordinary and mystical powers. According to him, there are five factors that come together with charismatic power, namely: The existence of someone who has extraordinary talent, the existence of a social crisis, the existence of a number of radical ideas to solve the crisis, a number of followers who believe that someone has extraordinary abilities which is transcendental and supernatural, and there is repeated evidence that

what was done experienced success.

## 2.5 Work Ethic

Tasmara (2002: 64) says that work ethic is a totality of personality of the individual and the way an individual expresses, views, believes and gives meaning to something that encourages individuals to act and achieve optimal results (high performance). Sinamo (2011: 26), states that work ethic is a set of positive work behaviors rooted in thick cooperation, fundamental beliefs, accompanied by total commitment to an integral work paradigm. The term paradigm here means the main concept of work itself which includes the underlying idealism, the governing principles, the values that move, the attitudes that are born, the standards to be achieved, including the main character, the basic mind, the code ethics, moral code, and code of conduct for their followers.

Mathis & Jackson (2006: 254) states work ethic is the totality of his personality and how to express, view, believe, and give meaning to something, which encourages him to act and achieve optimal charity. Employees who have a good work ethic will try to show an attitude, character and confidence in carrying out a job by acting and working optimally. Based on the notion that work ethic describes an attitude, it can be affirmed that work ethic contains meaning as an evaluative aspect that is owned by individuals (groups) in giving an assessment of work

## 2.6 Organizational Commitment

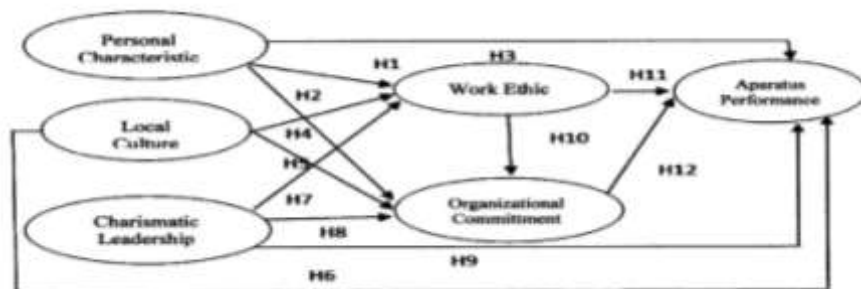
According to Suprihanto (2005: 96), the notion of commitment can be seen from several different aspects, the first understanding, stated by Porter et al. (1988), that: "commitment as the strength of an individual's identification with and involvement in a particular organization". The concept of commitment put forward by the porter has three aspects, namely (1) trust and can accept the goals and values of the organization; (2) Willing to try to achieve organizational goals, and (3) Having a strong desire to remain a member of the organization.

According to Robbins (2009: 57) "Organizational commitment is a situation where an employee sided with a particular organization and goals, and intends to maintain membership in that organization". Whereas Richard M. Streets in Kuntjoro (2002: 87), defines organizational commitment as a sense of identification (trust in organizational values), involvement (willingness to remain a member of the organization concerned) that an employee expresses against his organization. In contrast to the above, another word Lutahnas (2006: 243), defining organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization appreciate their attention to sustainable success and organizational life.

## 2.7 Performance of Village Officials

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Wibowo (2010: 7) states that, "Performance has a broader meaning, not only work results, but includes how the work process takes place. Whereas according to Armstrong and Baron in Wibowo (2010: 7) define performance as a result of work that has a strong relationship with the organization's strategic goals, satisfaction and contribute to the economy. Performance is about doing work and the results achieved from the job. Mangkunegara (2010: 9) states that "Performance" of employees is a term derived from job performance or actual performance (Performance or actual achievement achieved by someone). "Definition Employee performance stated by Kusriyanto in Mangkunegara (2010: 9) is a comparison of results achieved by the role of labor per unit of time (usually per hour).

## 2.8 Conceptual Framework



**Figure 2.1** Conceptual Framework

## **2.9. Hypothesis**

Based on the problems, the literature review, and the conceptual framework of this research, several hypotheses were proposed which this study was:

- 1) Personal characteristics have a significant effect on the work ethic of village officials in Lombok.
- 2) Personal characteristics have a significant effect on village officials' village commitment in Lombok.
- 3) Personal characteristics have a significant effect on the performance of village officials in Lombok.
- 4) Local culture has a significant effect on the work ethic of village officials in Lombok.
- 5) Local culture has a significant effect on village officials' village commitment in Lombok.
- 6) Local culture has a significant effect on the performance of village officials in Lombok.
- 7) Charismatic leadership has a significant effect on the work ethic of village officials in Lombok.
- 8) Charismatic leadership has a significant effect on village officials' village commitment in Lombok.
- 9) Charismatic leadership has a significant effect on the performance of village officials in Lombok.
- 10) Work ethic has a significant effect on village officials' village commitment in Lombok.
- 11) Work ethic has a significant effect on the performance of village officials in Lombok.
- 12) Organizational commitment has a significant effect on the performance of village officials in Lombok.

## **III. METHODOLOGY**

### **3.1 Research Design**

The type of research used in this study is explanatory research with a quantitative approach. The explanatory research according to Sugiyono (2006) is a study that explains the causal relationship between variables that influence the hypothesis. The main reason for choosing this type of explanatory research is to test the proposed hypothesis in order to explain the influence of independent variables (Individual Characteristics, Local Culture, Charismatic Leadership Through Work Ethics and Organizational Commitments) on the dependent variable (Performance of the Village Apparatus in Lombok Regency).

### **3.2 Population**

The population in this study was the Village Apparatus in Lombok which consisted of four districts with 530 villages and 3,710 village officials consisting of: East Lombok District (239 villages and as many as 1673 village officials), Central Lombok (139 villages and as many as 973 village officials), West Lombok (119 villages and as many as 833 village officials) and North Lombok (33 villages and as many as 231 village officials).

### **3.3 Samples**

Whereas in the selection of village officials who were sampled, multistage sampling was carried out. According to Indriantoro and Supomo (1999) multistage sampling is a sampling technique that is carried out in stages more than once to get the desired respondents with the same probability. The reason for using multistage sampling in this study is the impossibility of reaching every element of the sample and the high cost. In this study, the considerations used in taking sample villages from each village category were the largest number of villagers in each sub-district with the largest population of each district. Based on these considerations, 20 (twenty) sample villages were obtained, which were taken from 4 (four) most sub-districts in each district.

The number of village officials taken as samples in each village was seven village officials consisting of: Village Head, Village Secretary Agency (BPD) Village Secretary, Technical Implementer (Head of Government Affairs, Head of Development Affairs, Head of People's Welfare Affairs and Head of Affairs Finance) with 140 village officials.

### **3.4 Research Instruments**

Sources of data in this study consisted of 2 (two) types: (a) Primary data is data in the form of questionnaires distributed to respondents. The questionnaire before being used to collect data is first tested for its validity and reliability. The answers to the questionnaire items are arranged on the basis of a Likert scale, (b) Secondary data, namely supporting data obtained from organizations or agencies that are related to problems in research.

Collecting data in the field obtained through respondents' answers to the questionnaire submitted, can be obtained an overview of the objective conditions of the research variables. From the results of respondents' answers, it can be determined the average score value of each indicator of the research variable as a basis for identifying how the trends in respondent's responses or ratings of items in the questionnaire that have been proposed for individual characteristics, local culture, leadership charismatic, work ethic, organizational commitment and performance of village officials.

### 3.5 Data Analysis

Based on the conceptual framework and the research design, this study uses SEM (Structural Equation Modeling) analysis techniques through the AMOS 20.01 program, Ferdinand (2002: 40). This analysis tool was chosen because using the SEM method will be able to know the effect of a variable both directly and indirectly on other variables together. Other SEM advantages, analysis of influence does not connect variables but between indicators of other variables.

## IV. RESULTS AND DISCUSSION

### 4.1 Profile of Respondents

The respondents of this study were 140 people taken from 3,710 village government apparatus in the province of West Nusa Tenggara. The following are profiles of respondents' data which include: (a) gender (Table 4.1), (b) age (Table 4.2), (c) education level (Table 4.3), and (d) tenure (Table 4.4).

**Table 4.1** Respondent Gender Distribution

Gender	Frequency	Percentage
Male	108	77
Female	32	23
Total	140	100

Table 4.1 shows that the respondents in this study were 140, of the number of respondents there were mostly Men, namely 108 and 32 as many women, this means that in the village government there have been many recruiting men considering their composition is not much adrift.

The profile of respondents about the age of the Village Apparatus on the Island of Lombok in this study can be seen in table 5.6 where the age of the respondents did not show a significant difference in the frequency of starting at a young age or under 30 years as much as 25 or 17.86%, while the largest frequency was production age, which is between 31 to 40 years old, 36 respondents or 25.71%, aged between 41 to 50 years as many as 42 respondents or 30% and aged over 50 years as many as 37 respondents or 26.43% of the total respondents 140 people, such as which can be seen in Table 4.2.

**Table 4.2** Respondent Age Distribution

Age	Frequency	Percentage
<-30 year	25	17.86
31-40 year	36	25.71
41-50 year	42	30.00
>50 year	37	26.43
Total	140	100.00

Education is an important thing in assessing the quality of human resources, where in terms of education it turns out that the Village Apparatus on Lombok Island has a fairly high educational background as can be seen in table 5.4 which shows that most or around 44% of respondents have Bachelor degree (S-1) education, while only 1% have diploma education and only 37% high school. This means that education is the main requirement in occupying Village Apparatuses on Lombok Island.

**Table 4.3** Respondent Education Distribution

Education	Frequency	Percentage
High School	52	37
Diploma	26	19
Bachelor	62	44
Master	0	0
Total	140	100

The profile of respondents based on years of service can be seen in Table 4.4 showing that the most distribution is a period of work between 8-10 years which is as much as 86 or 34%, then those who occupy the second most are those who have a working period of 5-7 years, as many as 69 or 27% of respondents, then the third most are those who have a work period of less than 5 years, while those with the lowest frequency are those who have a service period of more than 10year.

**Table 4.4** Respondent Working Period Distribution

Working Period	Frequency	Percentage
<5 year	34	24.29
5-7 year	42	30
8-10 year	48	34.29
>10 year	16	11.43
Total	140	100

**4.2. Validity Test**

The results of the descriptive analysis of each variable in this study where of the 6 variables studied, the Village Apparatus Performance variable gets the highest score (4.20), the second category is the Organizational Commitment variable (4.06), the third category is the Local Culture variable (4.02 ), the fourth category is the Charismatic Leadership variable (4.01), the fifth category is the Individual Characteristic variable (3.92), and the sixth category is the Work Ethic variable (3.90).

Validity test is done using analysis of correlation person product moment, which is calculating the correlation value between the total of all indicator values with each value of each indicator. Question indicators can be said to be valid if the correlation value obtained is > 0.3. The results of testing the validity of each item statement on each variable in this study stated all valid. Table 4.5 shows the results of the validity test of each variable.

**Table 4.5** Validity Test Results of Statement Items in Each Variable

Indicator	Correlation Value	Critical Value	Explanation
<b>1. Personal Characteristics Variables</b>			
Ability (KA1)	0.45	0.3	Valid
Personality (KA2)	0.50	0.3	Valid
Attitude (KA3)	0.47	0.3	Valid
Trust (KA4)	0.55	0.3	Valid
Work Experience (KA5)	0.54	0.3	Valid
<b>2. Local Culture Variables</b>			
Institutional Arrangement (BL1)	0.33	0.3	Valid
Norma (BL2)	0.55	0.3	Valid
Climate (BL3)	0.61	0.3	Valid
Trust (BL4)	0.67	0.3	Valid
<b>3. Charismatic Leadership Variable</b>			
Confident (KK1)	0.52	0.3	Valid
Relationship (KK2)	0.66	0.3	Valid
Ability (KK3)	0.46	0.3	Valid
Exemplary (KK4)	0.47	0.3	Valid
Confidence (KK5)	0.48	0.3	Valid
<b>4. Variable Work Ethics</b>			
Work is a Call (EK1)	0.38	0.3	Valid
Work is actualization (EK2)	0.63	0.3	Valid
Work is worship (EK3)	0.46	0.3	Valid
Work is honor (EK4)	0.42	0.3	Valid
Work is service (EK5)	0.37	0.3	Valid
<b>5. Variable Organizational Commitments</b>			
Affective Commitment (KO1)	0.81	0.3	Valid
Sustainable Commitment (KO2)	0.31	0.3	Valid
Normative Commitment (KO3)	0.73	0.3	Valid
<b>6. Performance variables of village officials</b>			
Quantity (KA1)	0.86	0.3	Valid
Timeliness (KA2)	0.76	0.3	Valid
Cooperation (KA3)	0.75	0.3	Valid
Integrity (KA4)	0.62	0.3	Valid

**4.3 Reliability Test**

Reliability testing is done by looking at the results of cronbach's alpha analysis, namely calculating the alpha coefficient. Instruments were stated to be reliable if the results of Cronbach Alpha analysis showed a

number above 0.6, Azwar (2007).

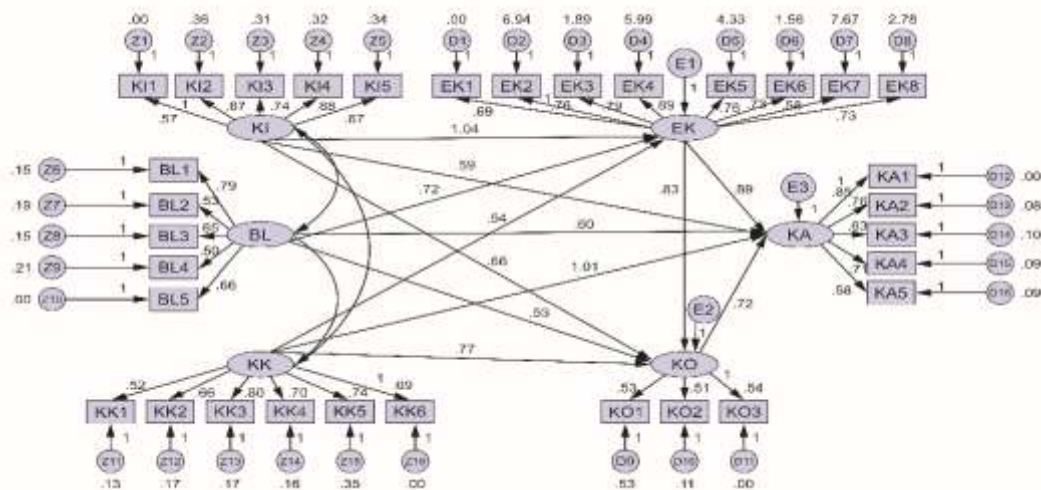
Instrument reliability test results for each variable show a value above 0.6 so that it can be said that the questionnaire for each variable in this study can be said to be reliable so that it can be trusted as a measuring instrument that gets reliable and consistent answers. Table 4.6 shows data on the reliability of the instrument.

**Table 4.6** Reliability Test of Variables

Variable	Amount Indicator	Alpha Cronbach's	Explanation
Personal characteristics	5	0.663	Reliable
Local Culture	5	0.697	Reliable
Charismatic leadership	6	0.706	Reliable
Work ethic	8	0.654	Reliable
Organizational Commitment	5	0.724	Reliable
Performance of Village Officials	5	0.794	Reliable

#### 4.4 Test of the Model

Measurement Model Analysis (Measurement Model Analysis) in SEM analysis was conducted to determine the level of construct validity. Confirmation analysis wants to test whether the indicators and dimensions forming the latent construct are valid indicators and dimensions as a measure of latent constructs. Confirmation analysis in this study is a first order model between exogenous constructs and between endogenous constructs. Individual Characteristics, Local Culture, and Charismatic Leadership Variables are exogenous constructs. Variables of Work Ethics, Organizational Commitment, and Village Apparatus are endogenous constructs. In Figure 4.1 the following is shown the path diagram used in this study.



**Figure 4.1** Path Chart

Construct validity test is done by looking at the loading factor values listed in the standardized regression weight table where the indicator is said to meet convergent validity if the indicator has a value of loading factor  $\geq 0.05$  or the value of the critical ratio (CR) is twice the standard error value (CR SE).

#### 4.5 Test the Hypothesis

By using SEM (Structural Equation Modeling) analysis techniques through the AMOS 20.01 program until the results of hypothesis testing as can be seen in Table 4.7 below.



**Table 4.7** Hypothesis Testing Result

Hipo tesis	Pengaruh	Koefisien	C.R	Prob.	Keterangan
H1	Karakteristik Individu → Etos Kerja	0.196	2.733	0.034	signifikan
H2	Karakteristik Individu → Komitmen Organisasional	0.162	3.177	0.029	signifikan
H3	Karakteristik Individu → Kinerja Individu	1.198	3.367	0.001	signifikan
H4	Budaya Lokal → Etos Kerja	0.105	1.714	0.475	Tidak signifikan
H5	Budaya Lokal → Komitmen Organisasional	0.186	2.365	0.015	signifikan
H6	Budaya Lokal → Kinerja Individu	0.158	3.088	0.003	signifikan
H7	Kepemimpinan Kharismatik → Etos Kerja	0.003	2.071	0.044	signifikan
H8	Kepemimpinan Kharismatik → Komitmen Organisasional	0.103	2.901	0.038	signifikan
H9	Kepemimpinan Kharismatik → Kinerja Individu	1.735	3.138	0.002	signifikan
H10	Etos Kerja → Komitmen Organisasional	1.998	3.411	0.001	signifikan
H11	Etos Kerja → Kinerja Individu	4.22	2.259	0.021	signifikan
H12	Komitmen Organisasional → Kinerja Individu	0.999	2.704	0.014	signifikan

Base on the data in Table 4.7 above explains the values that can be used to test hypotheses in the study, namely as follows:

- a. Hypothesis Testing 1: Individual characteristics have a significant effect on work ethic, this can be seen from the standardized regression coefficient of 0.196, positive. The critical value of the ratio is 2.733, which is greater than the Z-score of 1.96. In addition, the probability value of 0.034 is obtained, which is also smaller than the real level of 0.05. So the null hypothesis is rejected, which means that individual characteristics have a positive and significant effect on the work ethic of village officials on Lombok Island.
- b. Hypothesis Testing 2: Individual Characteristics have a significant effect on Organizational Commitment, this can be seen from the standardized regression coefficient of 0.162, positive. The value of the critical ratio is 3.177, which is a value greater than the Z-score of 1.96. In addition, the probability value of 0.029 is obtained, which is also smaller than the real level of 0.05.
- c. Hypothesis Testing 3: Individual Characteristics have a significant effect on Individual Performance, this can be seen from the standardized regression coefficient of 1,198, positive. The value of the critical ratio is 3,367, which is greater than the Z-score of 1.96. In addition, the probability value is 0.001, which is also smaller than the real level of 0.05.
- d. Hypothesis Testing 4: Local Culture has no significant effect on work ethic, this can be seen from the standardized regression coefficient of 0.105, positive. The critical value ratio is 1,714, where the value is smaller than the Z-score of 1.96. The probability value is 0.475, which value is also greater than the real level of 0.05, therefore the null hypothesis is accepted, which means that Local Culture has no significant effect on the work ethic of village officials on Lombok Island.
- e. Hypothesis Testing 5: Local Culture has a significant effect on Organizational Commitment, this can be seen from the standardized regression coefficient of 0.186, positive. The value of the critical ratio is 2.365, where the value is greater than the Z-score of 1.96. The probability value is 0.015, which is also smaller than the 0.05 level. Therefore the null hypothesis is rejected, which means that Local Culture has a positive and significant effect on the Organizational Commitment of village officials on Lombok Island.
- f. Hypothesis Testing 6: Local Culture has a significant effect on Performance, this can be seen from the standardized regression coefficient of 0.158, positive. The value of the critical ratio is 2,071, where the value is greater than the Z-score of 1.96. The probability value is 0.044, where the value is also smaller than the real level of 0.05. Therefore the null hypothesis is rejected, which means that individual characteristics have a positive and significant effect on the Performance of Village Officials on Lombok Island.
- g. Hypothesis Testing 7: Charismatic Leadership has a significant effect on work ethic, this can be seen from the standardized regression coefficient of 0.003, positive. The value of the critical ratio is 2,901, where the value is greater than the Z-score of 1.96. The probability value is 0.038, which is also smaller than the 0.05 level. Therefore the null hypothesis can be rejected, which means that Charismatic Leadership has a positive and significant effect on the work ethic of village officials on Lombok Island.
- h. Hypothesis Testing 8: Charismatic Leadership has a significant effect on Organizational Commitment, this can be seen from the standardized regression coefficient of 0.103, positive. The value of the critical ratio is 2,901, where the value is greater than the Z-score of 1.96. In addition, the probability value is 0.038, which is also smaller than the 0.05 level. Therefore the null hypothesis can be rejected, which means that Charismatic Leadership has a positive and significant effect on the Organizational Commitment of village

officials on Lombok Island.

- i. Hypothesis Testing 9: Charismatic Leadership has a significant effect on Village Apparatus Performance, this can be seen from the standardized regression coefficient of 1.735, positive. The value of the critical ratio is 3,138, where the value is greater than the Z-score of 1.96. The probability value is 0.001, which is also smaller than the 0.05 level. Therefore the null hypothesis can be rejected, which means that Charismatic Leadership has a positive and significant influence on the Performance of Village Officials on Lombok Island.
- j. Hypothesis Testing 10: Work Ethics has a significant effect on Organizational Commitment, this can be seen from the standardized regression coefficient of 1998, positive. The value of the critical ratio is 3,441, where the value is greater than the Z-score of 1.96. In addition, the probability value is 0.001, which is also smaller than the 0.05 level. Therefore the null hypothesis can be rejected, which means that the Work Ethic has a positive and significant effect on the Organizational Commitment of village officials on Lombok Island.
- k. Hypothesis Testing 11: Work Ethics has a significant effect on Village Apparatus Performance, this can be seen from the standardized regression coefficient of 4.220, positive. The critical value of the ratio is 2,259, where the value is greater than the Z-score of 1.96. In addition, the probability value of 0.021 is obtained, which is also smaller than the 0.05 level. Therefore the null hypothesis can be rejected, which means that the Work Ethic has a positive and significant effect on the Performance of Village Officials on Lombok Island.
- l. Hypothesis Testing 12: Organizational Commitment has a significant effect on Individual Performance, this can be seen from the standardized regression coefficient of 0.999, which is positive. The value of the critical ratio is 2,704, where the value is greater than the Z-score of 1.96. In addition, the probability value of 0.014 is obtained, which is also smaller than the 0.05 level. Therefore the null hypothesis can be rejected, which means that Organizational Commitment has a positive and significant effect on the Performance of Village Officials on Lombok Island.

## **V. CONCLUTIONS AND SUGGESTIONS**

### **5.1 Conclusion**

Based on the formulation of the problem, literature review, the results of the research and discussion described in the previous chapter, it can be concluded that individual characteristics of a variable that needs to be maintained because it is a variable that is very influential on work ethic, organizational commitment and performance of Village Officials on Lombok Island is indicated in solving problems that exist in the work, with high individual characteristics that improve the performance of village officials on Lombok Island. The local culture of a variable that needs to be maintained because it is a variable that has a very insignificant effect on the work ethic but has a positive and significant influence on the organizational commitment and performance of Village Officials on Lombok Island. The indication of having a strong local culture will greatly affect the performance of the Apparatus. Village on Lombok Island.

Charismatic leadership has a positive and significant effect on the organizational commitment and performance of Village Officials on Lombok Island. Therefore charismatic leadership can be one of the leadership models that can be set on village governments on Lombok Island because with this leadership model leaders are able to build relationships with their constituents in such a way that they can be easier to define and implement strategic goals in achieving better performance. And this leadership model can make the Village Apparatus on Lombok Island more satisfied so that they can achieve optimal performance

Work Ethics has a positive and significant effect on organizational commitment because of this important work ethic because it is the constancy of the Village Apparatus on Lombok Island so that the Village Apparatus on Lombok Island has a higher performance. Organizational commitment has a positive and significant effect on the performance of Village Officials on Lombok Island because organizational commitment is important because it is the determination of the Village Apparatus to conduct affective, continuous and normative behavior so that Village Officials on Lombok Island have a higher performance.

### **5.2 Suggestions**

In accordance with the results of the study that charismatic leadership is the variable that has the highest influence on the performance of Village Officials on Lombok Island, the indication that the apparatus of the Village Apparatus on the island of Lombok has charismatic leadership that can help the Village Apparatus to achieve the goal, the uniqueness of the charismatic leadership implemented by the Apparatus Villages are leaders who have a clear vision and mission so that subordinates are easy to carry out the mandate well motivated and there is independence in thinking, creative and innovative so that they can achieve higher performance.

Based on the findings that the behavior of the Village Apparatus on Lombok Island is very important, the development of human resource behavior needs to be prioritized, because it is in accordance with the assumptions of the Village Apparatus as a public service, so behavior is the main thing that should be developed for this purpose. policy taking in this case the district government can provide guidance so as to achieve better performance of Village Officials on Lombok Island

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