# The Influence of Charismatic Leadership, Local Culture, Individual Characteristics on Work Ethic, Job Satisfaction and Performance of The Village Head On Lombok Island

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## *Abstract*

*The purpose of this research is to prove and analyze the influence of charismatic leadership, local culture, individual characteristics on work ethic, job satisfaction and performance of village heads on the island of Lombok.The sample in this study was village heads on Lombok Island, totaling 140 respondents who carried out proportional random sampling. The data analysis used in this study was the structural analysis model Equation Modeling (SEM) Version 19 using the AMOS 20.01 program. Structural equation model analysis Confirmatory Factor Analysis is to obtain path coefficient values to prove the hypothesis. The results can be summarized as follows: Charismatic leadership has a significant effect on the work ethic, job satisfaction and performance of the village head, local culture has a significant effect on job satisfaction and performance but local culture has no significant effect on the work ethic of the village head, individual characteristics have a significant effect on the work ethic, job satisfaction and performance of the village head, work ethic has a significant effect on job satisfaction and performance of the village head and job satisfaction has a significant effect on the performance of the village head. The findings in this research carry empirical implications that individual characteristics, local culture, charismatic leadership, work ethic and job satisfaction can improve the performance of village heads on the island of Lombok.*

*Keyword: Leadership; Culture; Characteristics; Ethic; Satisfaction; Performance.*

## INTRODUCTION

In Law Number 6 of 2014 concerning villages, every village must have a vision for a 5 (five) year period which is outlined in the Village Medium Term Development Plan (RPJMDes) [1]. Based on the law above, the village head required carrying out his duties and authority as village head. So that, he can provide work results in accordance with his vision. Many factors influence the performance of the village head in running village government, these factors include: Charismatic Leadership, Local Culture and Individual Characteristics as independent variables, Work Ethic and Job Satisfaction as intermediate variables and village head Performance as the dependent variable. The selection of variables was the result of the observations within in running village government. The leadership of the village head influences the success of the village government organization in achieving its goals and suggestions. The successfull of a village government organization in achieving its goals and objectives depends on its leadership style.

The charismatic leadership style of a village head must be able to motivate his followers to achieve extraordinary performance [2]. A charismatic leader is someone who creates a motivational atmosphere of identity and emotional commitment in his followers to the leader's vision, philosophy, and style. Therefore, the village head transformational leadership is needed to answer the challenges of change that occur as a result of progress in various areas of human life, including changes in individual needs, namely individuals who want to actualize themselves for the progress of the organization [3].
In the other hand, another factor that also influences the performance of the village head is individual characteristics. Individual characteristics are characteristics or special traits that a person has that can make him or himself have different abilities from other people to maintain and improve work within the

organization [4]. These individual characteristics include age, gender, year of service, level of education, marital status, and the number of dependents (the number of people who rely on someone else for financial support or care). Another factor that also influences the performance of the village head is local culture. Culture is a system of ideas, actions and results of human work within the framework of social life which is made human property by learning [5]. On the other hand, based on research results, culture has an influence on performance in an organization [6]. Apart from culture, the success of an organization is also determined by work ethic. Work ethic is a basic and ingrained attitude pattern that influences behavior consistently and continuously [7].

A village head who has a good work ethic will try to show an attitude, character and confidence in carrying out a job by acting and working optimally. Another factor that influences the village head performance is job satisfaction which is described as an internal state expressed by affective and/or cognitive evaluations of work experience [8]. Apart from that, job satisfaction is "job satisfaction refers to a person's general attitude toward his or her job." Job satisfaction is a person's general attitude towards his or her job [9].

While performance refers to the level of achievement of the tasks that establish a job, performance reflects how well it meets the requirements of a job [10]. The performance of the village head is very important, this shows how far the tasks that have been carried out through the duties and authority given can be carried out in a real and maximal way towards the progress and development of the village that is part of the work area. Implementation of Law Number 6 of 2014 concerning Villages requires improving the performance of village head through the variables that will be examined in this research. Village head carry out village government well in accordance with applicable laws and regulations. This is a factual phenomenon that shows the urgency of this research being carried out in order to obtain solutions related to human resource management with the hope that village head will have a high degree of performance in running village government organizations.

Various previous studies have been conducted, such as: (1) research entitled "The Influence of Individual Characteristics, Job Characteristics and Organizational Characteristics on Work Ethic and Its Implications for the Performance of Telkom Flexi Representative Office Bandung Employees." This research was causal associative research. Data was collected using documentation and questionnaire methods. The data was obtained then analyzed by using simple linear regression analysis. The results of the research showed that the influence of individual characteristics on work ethic was that individual characteristics directly determine changes in work ethic [11]. The difference between this research and the research to be conducted is the difference in variables, type of research and analytical tools used. (2) Research with the title "Analysis of Factors that Influence the Performance of village head Kuantan Singingi Regency and Kampar Regency". The results of this research showed that clarity of budget targets, internal control system, motivation and organizational commitment influence both partially and simultaneously the performance of village head in Kuantan Singingi and Kampar Regencies [12].

The difference between this research and the research that will be conducted is in the research variables and analytical tools used, (3) research entitled "The Influence of Work Competence and Motivation on Job Satisfaction and its influence on the Performance of Village Officials in Sakra District, East Lombok Regency. Type of Research was used explanatory research. The results of this research showed that competence and work motivation had a positive effect on job satisfaction. Likewise, job satisfaction had a positive effect on the performance of Village Officials [13]. And the analytical tools used. Although various researches had been carried out regarding performance, this research is different from previous research. This Research focuses on the factors that influence the performance of village head. These factors are individual characteristics, local culture, and charismatic leadership towards ethos and work and job satisfaction. On the other hand, the conceptual framework in the research is shown in Figure 1.
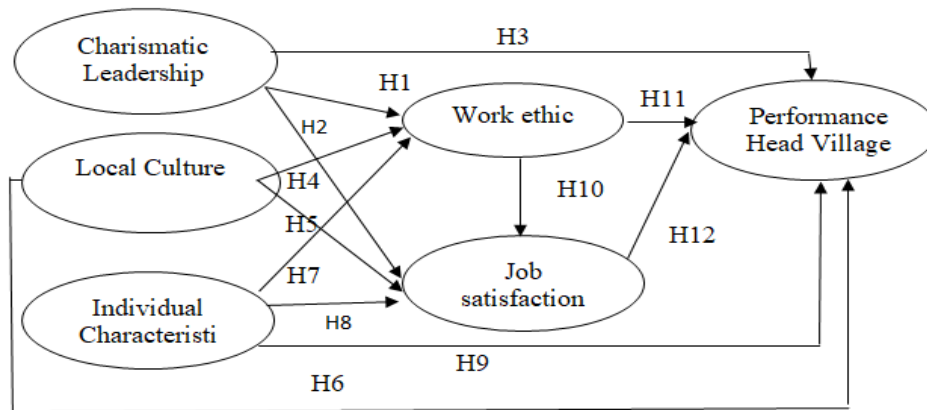
**Figure 1. Conceptual Framework**

**Hypothesis**

Several hypotheses proposed in this research are as follows:

1. Charismatic leadership has a significant influence on the work ethic of the village head.
2. Charismatic leadership has a significant effect on the village head Job Satisfaction.
3. Charismatic leadership has a significant effect on the performance of the village head.
4. Local culture has a significant influence on the work ethic of the village head.
5. Local culture has a significant effect on village head Job Satisfaction.
6. Local culture has a significant influence on the performance of the village head.
7. Individual characteristics have a significant influence on the work ethic of the village head
8. Individual characteristics have a significant effect on the village head job satisfaction.
9. Individual characteristics have a significant effect on the performance of the village head.
10. Work ethic has a significant effect on the village head's job satisfaction.
11. Work ethic has a significant effect on the performance of the village head.
12. Job satisfaction has a significant effect on the performance of the village head.

**METHOD**

The research design used in this research is explanatory research with a quantitative approach. Explanatory research is research that explains the causal relationship between variables that influence the hypothesis [14]. In this research, there are at least two variables that are connected and this research functions to explain, predict and control a symptom. Therefore, this research will explain the existence of interactive or reciprocal relationships between the variables to be studied and the extent to which these relationships influence each other. The main reason for choosing this type of explanatory research was to test the proposed hypothesis in order to explain the influence of the independent variables (charismatic leadership, local culture, individual characteristics through work ethic and job satisfaction) on the dependent variable (village head performance) in all districts on Lombok Island.

**Research Population and Sample**
**Population**

The population in this study were village head in Lombok which consists of four regencies totaling 530 villages and 3.710 village head consisting of: East Lombok Regency (239 villages and 1673 village head), Central Lombok (139 villages and 973 village head), West Lombok (119 villages and 833 village head) and North Lombok (33 villages and 231 village head [15].

**Sample**

Meanwhile, the selection of village head as sample was carried out using multistage random sampling. According to Indriantoro and Supomo (2018), multistage sampling is a sampling technique that is carried out in stages more than once to obtain the desired potential respondents with the same probability [16]. The reasons for using multistage sampling in this research are the impossibility of reaching every sample element and the high cost. In this research, the considerations used in taking sample villages from each village category were the largest village population in each sub-district with the largest population in each district. Based on these considerations, 140 (one hundred and forty)

sample villages were obtained, taken from the 4 (four) most populous sub-districts in each district, namely 140 village head.

## Research Instrument

Before being used to collect data, the list of statements (questionnaire) was first tested for validity and reliability. Answers to questionnaire items are arranged on the basis of a Likert scale with an interval of 1 to 5, as shown in table 1 below;

**Table 1.Answers to questionnaire items are based on a Likert scale**

| Respondent's Answer | Score Value |
|---|---|
| Strongly disagree (STS) 1 | 1 |
| Disagree (TS) 2 | 2 |
| Disagree 3 | 3 |
| Agree(S) 4 | 4 |
| Strongly Agree (SS) 5 | 5 |

Based on the results of data collection in the field obtained through respondents' answers to the questionnaire submitted, a picture could be obtained regarding the objective conditions of the research variables. From the results of respondents' answers, the average score value of each indicator of the research variable could be determined as a basis for identifying the tendency of variations in responses or respondents' assessments of the items in the questionnaire that had been submitted for the variables (Charatic Leadership, Local Culture, Individual Characteristics Through Work Ethic and Job Satisfaction and Village Head Performance).

## Data collection technique

The data collection technique in this research was a questionnaire by giving a set of written statements to respondents to answer [14], this questionnaire was used to collect data in the form of variables (Charatic Leadership, Local Culture, Individual Characteristics Through Work Ethic and Job Satisfaction and Performance).

## Data analysis

Based on the conceptual framework and type of research, this research used SEM (Structural Equation Modeling) analysis techniques through the version 6 of WarpPLS programs [17]. This analytical tool was chosen because by using the SEM method it would be possible to determine the influence of a variable, both directly and indirectly, on other variables together. Another advantage of SEM was that influenced analysis did not link variables but between indicators of other variables.

Complete SEM modeling basically consists of a Measurement Model and a Structural Model. The Measurement Model was intended to confirm the dimensions developed for a factor. Meanwhile, the Structural Model was a model regarding the structure of relationships that form or explain causality between factors. The steps used to prepare SEM modeling are as follows [18]:

## Validity and Reliability Test

The validity tests used to determine whether a construct (variables and indicators) were valid or not are convergent validity and discriminant validity [17]. In convergent validity, the Average Variance Extracted (AVE) value was used where a variable was stated valid if the AVE value was greater than 0.5 (AVE>0.5). On the other hand, discriminant validity was obtained from the cross loading value where a variable is stated valid if the AVE square root value of each variable was greater than the correlation value with other variables.

The reliability tests used to test constructs (variables and indicators) were composite reliability and Cronbach alpha [17][18]. In composite reliability, a variable was stated reliable if the variable had a composite reliability value greater than 0.7. Likewise, with Cronbach alpha where a variable was stated reliable if it has a Cronbach alpha value greater than 0.7

## Model Determinant

The first step, determining the model, was a process of loading a model to be studied that has a strong theoretical basis. Without strong theoretical justification, a model was meaningless to analyze

using SEM. SEM was not used to produce a model that was supported by theory based on empirical data. The constructs (variables and indicators) and dimensions that would be examined from the theoretical justification in the research will later be presented in tabular form.

**Flowchart Development (Path Diagram)**

In the second step, the theoretical model built in the first step will be depicted in a path diagram. Research path diagrams built on flow diagrams were divided into two, namely exogenous constructs and endogenous constructs [18]. Exogenous constructs were known as source variables or independent variables that were predicted by other variables in the model. Diagrammatically, an exogenous construct was a construct addressed by a line with one arrow. Meanwhile, endogenous constructs were several factors that were predicted by one or several other endogenous constructs, but exogenous constructs could only have a casual relationship with endogenous constructs.

**Convert Flowcharts into Structural Equations/Models**

The third step was to convert the model specification into a series of equations. The equations constructed consist of [19]:
1. Structural equations (Structural). This equation was formulated to express quality between various constructs, guided by: Endogenous variable = exogenous variable+endogenous variable+error
2. Equation of measurement model specifications, namely determining variables and measuring constructs, as well as determining a series of matrices that show the hypothesized correlation between constructs and variables.

**Structural Model Testing**

The model tests used are $R^2$, predictive relevance $Q^2$ and goodness of fit (Kock, 2010). A model was stated relevant if the $R^2$ and adjusted $R^2$ values for each endogenous variable were greater than 0.02 and if it was smaller than 0.2 then the model was stated irrelevant so a model revision needs to be done [16]. On the other hand, based on predictive relevance $Q^2$ or also called Stone-Geisser $Q^2$, where a model was stated relevant if the $Q^2$ value was greater than 0 (Kock, 2019). It was shown in table 4 that each endogenous variable has an $R^2$ and adjusted $R^2$ value so that the model can be stated relevant. Apart from that, the predictive relevance $Q^2$ value of each endogenous variable was greater than 0 so that the model can be stated relevant.

On the other hand, a model was stated fit, that is, it was suitable or supported by the data used if it meets the goodness of fit test where the goodness of fit criteria as stated by Kock (2019) include Average Path Coefficient (APC), Average R-squared (ARS), Average adjusted R-squared (AARS), Average block VIF (AVIF), Tenenhaus GoF (GoF), Sympson's paradox ratio (SPR), R-squared suppression ratio (RSCR), Nonlinear bivariate causality direction ratio (NLBCDR) as shown in table 5 where each criterion has met the goodness of fit test. Therefore, it can be stated that the model was fit, it is appropriate or supported by the data [17].

**RESULT AND DISCUSSION**

**Validity Test**

The validity tests used to determine whether a construct (variables and indicators) were valid or not are convergent validity and discriminant validity (Kock, 2019). In convergent validity, the Average Variance Extracted (AVE) value was used where a variable was stated valid if the AVE value was greater than 0.5 (AVE>0.5). On the other hand, discriminant validity was obtained from the cross loading value where a variable was stated valid if the AVE square root value of each variable was greater than the correlation value with other variables.

**Table 2. Convergent Validity**

| Variable | *Average Variance Extracted* (AVE) |
|---|---|
| Charismatic Leadership | 0,581 |
| Local Culture | 0,586 |
| Individual Characteristics | 0,554 |
| Work ethic | 0,562 |
| Job satisfaction | 0,575 |
| Performance | 0,515 |

Source: Primary data processed (2024)

In table 2, the AVE value for each variable was displayed, where the AVE value for each variable was greater than 0.5 (AVE > 0.5), based on convergent validity, it could be stated that all these variables were valid. In table 2, the cross loading value and AVE square root value of each variable are displayed, where the AVE square root value of each variable, namely the number in the diagonal position was greater than the correlation value with other variables, namely the number whose position was in one row and one column with AVE square root value of the corresponding variable so that based on discriminant validity. It could be stated that all variables were valid.

**Table 3. Discriminant Validity**

| Variable | Charismatic Leadership | Local Culture | Individual Characteristics | Work ethic | Job satisfaction | Performance |
|---|---|---|---|---|---|---|
| Charismatic Leadership | 0,762 | | | | | |
| Local Culture | 0,583 | 0,765 | | | | |
| Individual Characteristics | 0,406 | 0,698 | 0,744 | | | |
| Work ethic | 0,204 | 0,296 | 0,516 | 0,680 | | |
| Job satisfaction | 0,203 | 0,159 | 0,179 | 0,385 | 0,613 | |
| Performance | 0,340 | 0,252 | 0,103 | 0,320 | 0,388 | 0,644 |

Source: Primary data processed (2024)

**Reliability Test**

The reliability tests used to test constructs (variables and indicators) were composite reliability and Cronbach alpha (Kock, 2019). In composite reliability, a variable was stated reliable if the variable has a composite reliability value greater than 0.7. Likewise Cronbach alpha, where a variable was stated reliable, if it had a Cronbach alpha value greater than 0.7. Based on the reliability test shown in table 4 where each variable had a composite reliability value and Cronbach alpha was greater than 0.7. So it could be stated that all variables were reliable.

**Table 4. Reliability Test**

| Variable | Composite reliability | Cronbahch alpha |
|---|---|---|
| Charismatic Leadership | 0,892 | 0,854 |
| Local Culture | 0,876 | 0,823 |
| Individual Characteristics | 0,847 | 0,764 |
| Work ethic | 0,853 | 0,800 |
| Job satisfaction | 0,740 | 0,768 |
| Performance | 0,746 | 0,712 |

Source: Primary data processed (2024)

**Structural Model Test**

The model tests used are $R^2$, predictive relevance $Q^2$ and goodness of fit (Kock, 2010). A model was stated relevant if the $R^2$ and adjusted $R^2$ values for each endogenous variable were greater than 0.02 and if it was smaller than 0.2 then the model was stated irrelevant so a model revision needs to be carried out (Kock, 2019). On the other hand, based on predictive relevance $Q^2$ or also called Stone-Geisser $Q^2$, where a model was stated relevant if the $Q^2$ value was greater than 0 (Kock, 2019). It was shown in table 5 that each endogenous variable has an $R^2$ and adjusted $R^2$ value so that the model could be stated relevant. Apart from that, the predictive relevance $Q^2$ value of each endogenous variable was greater than 0 so that the model could be stated relevant.

**Table 5. R² Value, Adjusted R² and *Predictive relevance* Q²**

| Endogenous variables | R² | Adjusted R² | *Predictive relevance* Q² |
|---|---|---|---|
| Work Ethic | 0,327 | 0,312 | 0,335 |
| Job Satisfaction | 0,271 | 0,250 | 0,208 |
| Performance | 0,456 | 0,435 | 0,384 |

Source: Primary data processed (2024)

A model was stated fit, that was according to or supported by the data used if it met the goodness of fit test where the goodness of fit criteria as stated by Kock (2019) include Average Path Coeficient (APC), Average R-squared (ARS), Average adjusted R- squared (AARS), Average block VIF (AVIF), Tenenhaus GoF (GoF), Sympson's paradox ratio (SPR), R-squared suppression ratio (RSCR), Nonlinear bivariate causality direction ratio (NLBCDR) as shown in table 6 where each criterion had fulfilled the goodness of fit test. Therefore, it could be stated that the model was fit, that was, it was appropriate or supported by the data.

**Table 6. Goodness of Fit Test**

| Criteria | Test Results | Cut off | Description |
|---|---|---|---|
| Average Path Coeficient (APC) | 0.252 (p<0.01) | P<0.05 | Appropriate |
| Average R-squared (ARS) | 0.3512 (p,0.01) | P<0.05 | Appropriate |
| Average adjusted R-squared (AARS) | 0.332 (p<0.01) | P<0.05 | Appropriate |
| Average block VIF (AVIF) | 1,604 | ≤3.3 | Ideal |
| Average full collinearity VIF (AFVIF) | 1,872 | ≤3.3 | Accepted |
| Tenenhaus GoF (GoF) | 0,417 | ≥0.36 | Big |
| Sympson's paradox ratio (SPR) | 0,917 | ≥0.7 | Accepted |
| R-squared suppresion ratio (RSCR) | 0,999 | ≥0.9 | Accepted |
| Nonlinear bivariate causality direction ratio (NLBCDR) | 0,875 | ≥0.7 | Accepted |

Source: Primary data processed (2024)

**Hypothesis Testing**

After testing the model, hypothesis testing was then carried out by using version 6 of WarpPLS program where the hypothesis was stated significant if a value of p≤0.05 was obtained (Kock, 2019). Using a p value of 0.05 means that there was a 95% probability that the exogenous variable had a significant effect on the endogenous variable. The results of hypothesis testing were displayed in table 7.

**Table 7. Hypothesis Testing Results**

| Hypothesis | Influence between variables | Path coefficient | p | Information |
|---|---|---|---|---|
| 1 | Charismatic Leadership→Work Ethic | 0,261 | <0.01 | Significan |
| 2 | Charismatic Leadership →Job Satisfaction | 0,163 | <0.02 | Significan |
| 3 | Charismatic Leadership →Performance | 0,222 | <0.01 | Significan |
| 4 | Local Culture → Work Ethic | -0,002 | 0,49 | Not Significan |
| 5 | Local Culture → Job Satisfaction | 0,136 | 0,049 | Significan |
| 6 | Local Culture →Performance | 0,262 | <0.01 | Significan |
| 7 | Individual Characteristics→Work Ethic | 0,429 | <0.01 | Significan |
| 8 | Individual Characteristics → Job Satisfaction | 0,186 | 0,012 | Significan |
| 9 | Individual Characteristics →Performance | 0,309 | <0.01 | Significan |
| 10 | Work Ethic → Job Satisfaction | 0,427 | <0.01 | Significan |
| 11 | Work Ethic →Performance | 0,334 | <0.01 | Significan |
| 12 | Work Ethic →Performance | 0,298 | <0.01 | Significan |

Source: Primary data processed (2024)

From table 7 it could be seen that there were 12 hypotheses where each hypothesis contains the influence between variables.

Hypothesis 1: The influence of charismatic leadership on the work ethic of the village head with a path coefficient of 0.261 at a value of p<0.01 which means it was smaller than the significance level of p≤0.05 so it could be stated that charismatic leadership had a significant effect on the work ethic of the village head. This means that Hypothesis 1 could be accepted.

Hypothesis 2: The influence of charismatic leadership on the job satisfaction of the village head with a path coefficient of 0.163 at a value of $p<0.02$ which means it was smaller than the significance level of $p\leq0.05$ so it could be stated that charismatic leadership had a significant effect on the job satisfaction of the village head. This means that Hypothesis 2 could be accepted.

Hypothesis 3: The influence of charismatic leadership on the performance of the village head with a path coefficient of 0.222 at a value of $p<0.01$, which means it was smaller than the significance level of $p\leq0.05$, so it could be stated that charismatic leadership had a significant effect on the performance of the village head. This means that Hypothesis 3 could be accepted.

Hypothesis 4: The influence of local culture on the work ethic of village head with a path coefficient of minus (-0.222) at a p value of 0.49, which means it was greater than the significance level of $p\leq0.05$ so it could be stated that local culture had no significant effect on ethos and work of the village head. This means that Hypothesis 4 was rejected.

Hypothesis 5: The influence of local culture on the job satisfaction of the village head with a path coefficient of 0.136 at a p value of 0.049, which means it was smaller than the significance level of $p\leq0.05$ so it could be stated that local culture had a significant effect on the Job Satisfaction of the village head. This means that Hypothesis 5 could be accepted.

Hypothesis 6: The influence of local culture on the performance of the village head with a path coefficient of 0.262 at a value of $p<0.01$, which means it was smaller than the significance level of $p\leq0.05$, so it could be stated that local culture had a significant effect on the performance of the village head. This means that Hypothesis 6 could be accepted.

Hypothesis 7: The influence of individual characteristics on the village head work ethic with a path coefficient of 0.429 at a value of $p<0.01$, which means it was smaller than the significance level of $p\leq0.05$, so it could be stated that individual characteristics had a significant effect on the village head work ethic. This means that Hypothesis 7 could be accepted.

Hypothesis 8: The influence of individual characteristics on the village head job satisfaction with a path coefficient of 0.186 at a value of $p<0.012$, which means it was smaller than the significance level of $p\leq0.05$, so it could be stated that individual characteristics had a significant effect on the village head job satisfaction. This means that Hypothesis 8 could be accepted.

Hypothesis 9: The influence of individual characteristics on village head Performance with a path coefficient of 0.309 at a value of $p<0.01$ which means it was smaller than the significance level of $p\leq0.05$ so it could be stated that individual characteristics had a significant effect on village head Performance. This means that Hypothesis 9 could be accepted.

Hypothesis 10: The influence of work ethic on the village head job satisfaction with a path coefficient of 0.427 at a value of $p<0.01$, which means it was smaller than the significance level of $p\leq0.05$, so it could be stated that work ethic had a significant effect on the village head job satisfaction. This means that Hypothesis 10 could be accepted.

Hypothesis 11: The influence of work ethic on the performance of the village head with a path coefficient of 0.224 at a value of $p<0.01$, which means it was smaller than the significance level of $p\leq0.05$, so it could be stated that work ethic had a significant effect on the performance of the village head. This means that Hypothesis 11 could be accepted.

Hypothesis 12: The influence of job satisfaction on the performance of the village head with a path coefficient of 0.298 at a value of $p<0.01$, which means it is smaller than the significance level of $p\leq0.05$, so it could be stated that job satisfaction had a significant effect on the performance of the village head. This means that Hypothesis 12 could be accepted. The influence between variables was in the form of a flow diagram as shown in Figure 2.
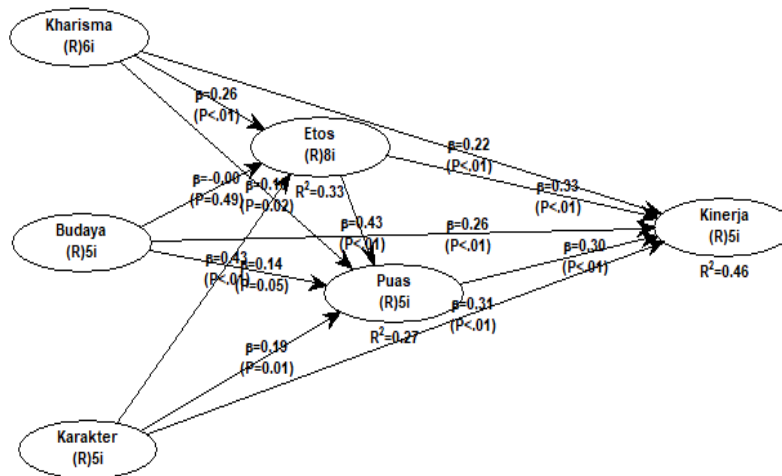
**Figure 2. Flowchart**

Based on Figure 2, charismatic leadership and individual characteristics had a significant influence on the village head work ethic with an R² value of 0.33 and this means that the influence of these two variables on work ethic is 33 percent and the others were the influence of other variables outside of these two variables. The village head job satisfaction is influenced by four variables, namely work ethic, charismatic leadership, local culture, and individual characteristics with an R² value of 0.27 and this means that the influence of these four variables is 27 percent and the others were the influence of other variables outside of these four variables. The village head performance was influenced by five variables, namely charismatic leadership, local culture, individual characteristics, work ethic, and job satisfaction with an R² value of 0.46 and this means that the influence of these five variables was 43 percent and the others were the influence of other variables outside the five these variables. On the other hand, work ethic acts as an intervening variable which moderates the relationship between charismatic leadership and job satisfaction. Job satisfaction was an intervening variable that moderates the relationship between performance and five other variables, namely charismatic leadership, local culture, individual characteristics, work ethic, and job satisfaction.

**CONCLUSION**

The conclusions that could be drawn from the results of this research were as follows:
1.  Charismatic leadership had a significant influence on the work ethic of village head.
2.  Charismatic leadership had a significant effect on village head job satisfaction
3.  Charismatic leadership had a significant effect on the village head performance
4.  Local culture did not have a significant effect on the village head work ethic
5.  Local culture had a significant effect on village head job satisfaction
6.  Local culture had a significant influence on village head Performance
7.  Individual characteristics had a significant effect on the village head work ethic
8.  Individual characteristics had a significant effect on village head job satisfaction
9.  Individual characteristics had a significant effect on village head Performance
10. Work ethic had a significant effect on the village head job satisfaction
11. Work ethic had a significant effect on village head Performance
1)  Job satisfaction had a significant effect on village head Performance

1. The Ministry of Research has funded this research activity
2. Mr. Head of the Regional Research and Innovation Agency (BRIDA) of West Nusa Tenggara Province who granted research permission
3. Mr. Chancellor of the Mataram University of Technology
4. Village Head who provides data related to the research carried out.

The writing team realizes that this research is still far from perfect, therefore criticism and input/suggestions are very welcome for readers to improve these shortcomings. The writing team hopes that this article will become learning material and can increase knowledge for readers and further research.

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