



The Effect Of Transformational Leadership, Organizational Culture, Competence, And Self-Efficacy On Organizational Commitments, Ambidexterity Organizational And Performance Of Village Governments In East Nusa Tenggara Province

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ABSTRACT

This study aims to prove and analyze the influence of transformational leadership, organizational culture, competence, and self-efficacy on organizational commitment, organizational ambidexterity and performance of village governments in East Nusa Tenggara Province. The population in this study were village heads in 21 regencies in East Nusa Tenggara Province which numbered 2,952. The samples in this study were 353 village heads. The data used in this study are primary data sourced from the questionnaire. Data analysis and hypothesis testing in this study using the Structural Equation Model (SEM). The results showed that the transformational leadership variables had a positive but not significant effect on performance, organizational commitment, organizational ambide on village government in East Nusa Tenggara Province. Organizational culture has a negative but not significant effect on performance. Organizational culture has a positive but not significant effect on organizational commitment, culture has a positive and significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province. Competence has a positive and significant effect on performance. Competence has a positive but not significant effect on organizational commitment, organizational ambide on village government in East Nusa Tenggara Province. Self-efficacy has a positive but not significant effect on performance, self-efficacy has a positive and significant effect on organizational commitment, organizational ambide in village government in East Nusa Tenggara Province. Organizational commitment has a positive but not significant effect on the performance, organizational ambide of village government in East Nusa Tenggara Province. The ambition of organizational organizational has a positive and significant effect on the performance of village governments in East Nusa Tenggara Province.

Keywords: Transformational Leadership, Organizational Culture, Competence, Self-Efficacy, Organizational Commitment, Organizational Ambidexterity, Performance

INTRODUCTION

The performance of village development supported by village funds since 2015 is still low. The poor as an indicator of community welfare are still high. The national poor population in 2013 reached 14.42 percent and decreased to 13.47 percent in 2017. The rural poor in East Nusa Tenggara Province in 2013 amounted to 22.13 and rose to 24.59 percent in 2017. Macro development indicators in general were also low such as the human development index (HDI), education level and life expectancy (Publication of 2017 NTT Bappeda). The empirical facts show that the performance of the village government is low.

Village development requires a high performance of the village government. Mangkunegara (2005: 15), states that improving the performance of public organizations will be achieved if supported by individual attributes, work effort and organizational support. Wursanto (2005: 275) states that organizational behavior is a field of study that studies the impact of individuals, groups, and structures on behavior in organizations with the intention of applying knowledge of these matters to improve organizational effectiveness

Based on studies and empirical facts, there is a phenomenon of the low performance of village governments and the need for performance improvement through organizational behavior. Robbins and Judge (2008: 11) state that organizational behavior is a field of study that investigates the influence of individuals, groups and structures on behavior in organizations, which aims to apply science to improve organizational effectiveness. In accordance with the theory and empirical studies that organizational organizational behavior such as transformational leadership, organizational culture, competence and self-efficacy directly influence performance

THEORETICAL REVIEW

Transformational leadership as a leadership style can improve organizational performance. Hater and Bass (1988: 695) state that transformational leadership is required to be responsible for performance beyond ordinary expectations because they transform the mission, stimulate learning experiences and generate new ways of thinking. The results of Wang et al. (2011: 255) research show that transformational leadership has a positive relationship with organizational performance. The results of the study are different, namely Setyawan (2017) that transformational leadership has a positive but not significant effect on performance.

Organizational culture improves organizational performance derived from shared values. Stoner (1995: 182) states that organizational culture is a number of important understandings such as norms, values, attitudes, and beliefs shared by members of the organization. The results of Chi et al. (2012: 129) study, that organizational culture is positively related to individual performance and organizational performance. The results of Maabuat's study (2016: 219-231) show that organizational culture has a negative and not significant effect on performance.

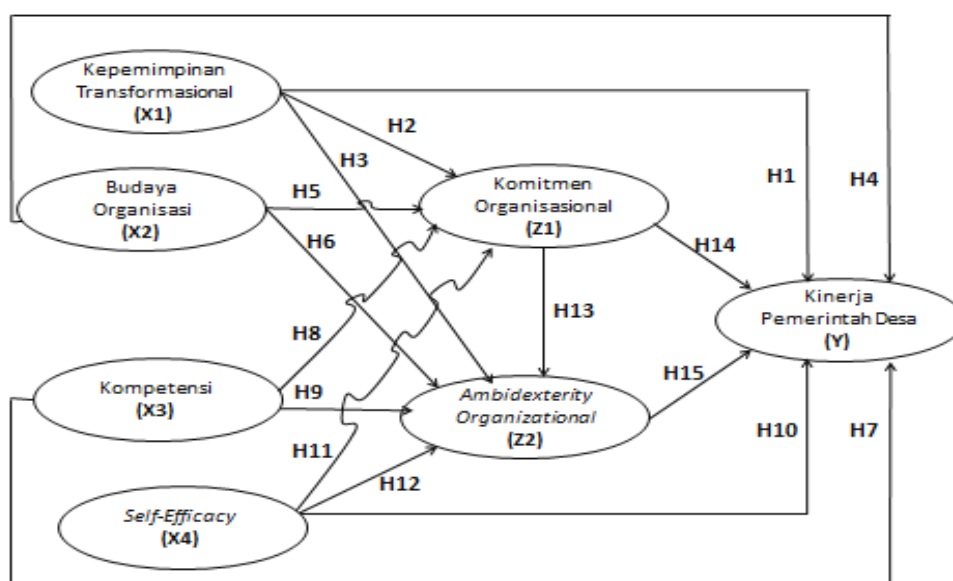
Competence according to Spencer and Spencer, (1993: 9) as a person's basic characteristics and is related to the effectiveness of individual performance in his work. Zaim et al. (2013: 67) found that there was a positive and significant relationship between competence and the performance of individuals and organizations. The results of Achmad and Budiman's research (2018: 92-120) that competency has a positive but not significant effect on performance.

Self-efficacy is the potential of individuals who grow through different processes from one another that can support the organization. Bandura, (1998: 1) states that self-efficacy as a belief about the ability to improve performance. The results of research by Lai and Chen and Zhang Hua (2012: 388), that self-efficacy has a positive influence on organizational performance and job satisfaction. Noviawati's research (2016: 1-12) states that self efficacy has a positive but not significant effect on performance.

In accordance with the theory that organizational commitment and ambidexterity organizational can improve organizational performance. The influence of organizational commitment on performance has been much proven while the organizational ambide is still limited. Noe, et al. (2011: 20) state that organizational commitment is the level to which an employee identifies

himself with the organization and is willing to make a strong effort for the sake of the organization. "The results of the Dost et.al study (2011: 87-98) that employee commitment has a strong impact on organizational performance in an organization. Ambidexterity organizational as the ability of organizations to simultaneously explore and exploit, has been proven necessary for organizations to survive in the long run (Borst, 2014: 3) ,. The results of the study of Birkinshaw and Gibson (2004: 1-18), that there is a significant effect of ambidexterity on performance.

CONCEPTUAL FRAMEWORK OF HYPOTHESES



Based on the exogenous conceptual framework, namely Transformational Leadership (X1), Organizational Culture (X2), Competence (X3), Self-Efficacy (X4). Endogenous constructs that are variable between, and dependent variables, namely organizational commitment (Z1) and organizational intensity (Z2). The dependent variable is the Performance of Village Government in East Nusa Tenggara Province.

Hypothesis

H1: Transformational leadership has a significant effect on the performance of village governments in East Nusa Tenggara Province

H2: Transformational leadership has a significant effect on the organizational commitment of village governments in East Nusa Tenggara Province

H3: Transformational leadership has a significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province

H4: Organizational culture has a significant effect on the performance of village governments in East Nusa Tenggara Province

H5: Organizational culture has a significant effect on the performance of village governments in East Nusa Tenggara Province

H6: Organizational culture has a significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province

H7: Competence has a significant effect on the performance of village governments in East Nusa Tenggara Province

H8: Competence has a significant effect on the organizational commitment of village governments in East Nusa Tenggara Province

H9: Competence has a significant effect on the organizational ambide of village government in East Nusa Tenggara Province

H10: Self-efficacy has a significant effect on the performance of village governments in East Nusa Tenggara Province

H11: Self-efficacy has a significant effect on the organizational commitment of village governments in East Nusa Tenggara Province

H12: Self-efficacy has a significant effect on the organizational ambide of village government in East Nusa Tenggara Province

H13: Organizational commitment has a significant effect on the performance of village governments in East Nusa Tenggara Province

H14: Organizational commitment has a significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province

H15: The intensity of organizational organizational influence has a significant effect on the performance of village governments in East Nusa Tenggara Province

RESEARCH RESULT

The results of the calculation of the values of the goodness of fit indices produced by the Modification model indicate the model of goodness of fit.

Goodness of Fit Index Test Modification Results

<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	Model Test Results	Information
<i>Significance probability</i>	≥ 0.05	0.000	Not Fit
GFI	0.80 - 0.90	0.810	<i>Marginal Fit</i>
AGFI	0.80 - 0.90	0.779	Not Fit
TLI	$\geq 0,95$	0.832	<i>Marginal Fit</i>
CFI	$\geq 0,95$	0.847	<i>Marginal Fit</i>
RMSEA	$\leq 0,08$	0.067	<i>Good Fit</i>
Relative χ^2 (CMIN/DF)	≤ 2.0	2.593	Not Fit

The model evaluation results for the full structural modification model have shown better criteria which for each measure of the goodness of fit value that the GFI index. TLI, TFI and RMSEA according to the recommended (fit), this model is good. Overall it can be concluded that the structural models that have been modified have been able to produce the expected level of estimation. If two or more of the goodness of fit used has shown a good fit, the model can be said to be good. To test the hypothesis the proposed research would be better if using the results of a modified structural model

Mediation Effect Testing

In this study there were two intervening variables which functioned as mediating variables in improving the performance of village governments, namely organizational commitment variables and organizational organizational variables. Analysis of the functioning of mediation variables can be done through two approaches, namely the difference in coefficients and the multiplication of coefficients. The difference coefficient approach uses the examination method by analyzing with and without involving mediating variables. While the multiplication method is done by the Sobel method. The examination method is by conducting two analyzes, namely analysis by involving mediating and analysis variables without involving mediating variables.

Results of Standardized Regression Weight Analysis

Variable Relationships			Estimate	P
Organizational Commitment	<---	Transformational Leadership	.041	.749
Organizational Commitment	<---	Organizational culture	.178	.075
Organizational Commitment	<---	Competence	.182	.276
Organizational Commitment	<---	Self Efficacy	.458	***
Ambidexterity Organizational	<---	Organizational Commitment	.000	1.000
Ambidexterity Organizational	<---	Transformational Leadership	.082	.475
Ambidexterity Organizational	<---	Organizational culture	.419	***
Ambidexterity Organizational	<---	Competence	.142	.342
Ambidexterity Organizational	<---	Self Efficacy	.425	***
Performance of the Village Government	<---	Transformational Leadership	.135	.155
Performance of the Village Government	<---	Organizational culture	-.006	.949
Performance of the Village Government	<---	Competence	.395	.002
Performance of the Village Government	<---	Self Efficacy	.146	.162
Performance of the Village Government	<---	Organizational Commitment	.056	.421
Performance of the Village Government	<---	Ambidexterity Organizational	.238	.007

Table of Inter Variable Influence Hypothesis Test Results

Relations between variables			Estimate	S.E.	C.R.	P	Information
Performance of the Village Government	<-	Transformational Leadership	.146	.103	1.42	.155	Not significant
Organizational Commitment	<-	Transformational leadership	.041	.129	.32	.749	Not significant
Ambidexterity Organizational	<-	Transformational leadership	.108	.152	.71	.475	Not significant
Performance of the Village Government	<-	Organizational culture	-.003	.049	-.06	.949	Not significant
Organizational Commitment	<-	Organizational culture	.093	.052	1.77	.075	Not significant
Ambidexterity Organizational	<-	Organizational culture	.290	.069	4.18	***	Significant
Performance of the Village Government	<-	Competence	.413	.133	3.10	.002	Significant
Organizational Commitment	<-	Competence	.175	.160	1.09	.276	Not significant
Ambidexterity Organizational	<-	Competence	.181	.190	.95	.342	Not significant
Performance of the Village Government	<-	Self Efficacy	.126	.090	1.39	.162	Not significant
Organizational Commitment	<-	Self-Efficacy	.363	.100	3.61	***	Significant
Ambidexterity Organizational	<-	Self-Efficacy	.447	.124	3.59	***	Significant
Performance of the Village Government	<-	Organizational Commitment	.060	.075	.80	.421	Not significant
Ambidexterity Organizational	<-	Commitment	.000	.112	.00	1.000	Not significant
Performance of the Village Government	<-	Organization	.195	.073	2.68	.007	Significant

Analysis of the influence between variables can be explained by each hypothesis as follows:

1. Transformational leadership has a positive but not significant effect on the performance of the village government

The results showed that there was a positive but insignificant influence of transformational leadership on the performance of village governments in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.146. Testing shows that the results are not significant with the value of $CR = 1.42$ does not meet the requirements > 1.96 with a probability = 0.155 does not meet the testing conditions below 0.05. The transformational leadership hypothesis has a significant effect on village government performance in this study not accepted.

Although not significant, the positive influence of transformational leadership can predict an increase in village government performance. The effect of transformational leadership on the performance of the village government is 15.7 percent, the contribution of direct influence is 13.5 percent and indirect influence is 2.2 percent. The effect of transformational leadership indicators on the performance of village government is the individual indicator of 68.5 percent, the inspirational motivation indicator 65.3 percent, the intellectual stimulation indicator 64.5 percent and the idealized influence indicator of 55.7 percent. The biggest influence on individualized consideration indicators and the smallest influence on the indicator of idealized influence. The influence of transformational leadership is greatest on adaptation indicators 11.7 percent and the smallest on 8.0 percent quality indicators.

2. Transformational leadership has a positive but not significant effect on organizational commitment

The results showed that there was a positive but not significant effect on transformational leadership on the organizational commitment of village governments in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.041. Testing shows that the results are not significant with the value $CR = 0.32$ does not meet the requirements > 1.96 with a probability = 0.749 that does not meet the testing requirements below 0.05. The transformational leadership hypothesis has a significant effect on village government organizational commitment in this study not accepted.

Although not significant, this relationship can predict the positive influence of transformational leadership on increasing organizational commitment. The effect of transformational leadership on organizational commitment amounted to 17.8 percent of indirect influence, so organizational commitment mediated transformational leadership relations with the performance of village government. The influence of transformational leadership on indicators of organizational commitment is continuance commitment 3.3 percent, normative commitment 2.7 percent and affective commitment 2.6 percent.

3. Transformational leadership has positive but not significant effect on organizational ambide

The results of the study showed that there was a positive but not transformational leadership influence on the organizational ambide of village government in East Nusa Tenggara Province. Estimation parameters of the relationship between the two variables are obtained at 0.108. The test shows that the results are not significant with the value $CR = 0.71$ does not meet the requirements > 1.96 with a probability = 0.475 that does not meet the testing requirements below 0.05. The hypothesis which states that transformational leadership has a significant effect on the organizational ambide of organizational governance in this study is not accepted.

Although not significant, the positive influence of transformational leadership can predict an increase in organizational commitment. The indirect effect of transformational leadership on ambidexterity organizational is 8.2 percent. Ambientity organizational mediates the relationship of transformational leadership with the performance of village government. The effect of transfromational leadership on ambidexterity organizational indicators is discipline indicator 6.0 percent, indicator stretch 5.8 percent, indicator support 5.4 percent and trust indicator 5.4 percent.

4. Organizational culture has a negative but not significant effect on the performance of the village government

The results showed that there was a negative but not significant influence on organizational culture on the performance of village governments in East Nusa Tenggara Province. Estimation parameters of the relationship between the two variables were obtained at - 0.003. Testing shows that the results are not significant with the value CR = - 0.06 does not meet the requirements > 1.96 with a probability = 0.949 that does not meet the testing requirements below 0.05. The hypothesis that organizational culture has a significant effect on the performance of village governments in this study is not accepted.

Although not significant, the negative influence of organizational culture can predict an increase in the performance of the village government. The influence of organizational culture on the performance of the village government is 10.4 percent, with the composition of direct influence - 0.6 percent and indirect influence 10.4 percent. The influence of organizational culture on village government performance indicators is the largest on adaptation performance indicators 7.7 percent and the smallest on 5.3 percent quality performance indicators. The influence of organizational culture indicators on the performance of the village government are orientation to output indicators 64.7 percent, aggressiveness indicators 64.6 percent, stability indicators, 65.5 percent, 63.3 percent innovation and risk taking indicators, orientation to people indicators 62.4 percent, and 54.5 percent team orientation indicators.

5. Organizational culture has a positive but not significant effect on organizational commitment

The results showed that there was a positive but insignificant influence of organizational culture on the organizational commitment of village governments in East Nusa Tenggara Province. The estimated parameters of the relationship between the two variables are 0.093. Tests show insignificant results with a CR value of 1.77 that does not meet the requirements > 1.96 with a probability = 0.075 that does not meet the testing requirements below 0.05. The hypothesis which states that organizational culture has a significant effect on village government organizational commitment in this study is not accepted.

Although not significant, the positive influence of organizational culture can predict an increase in organizational commitment. The influence of organizational culture on organizational commitment amounted to 17.8 percent originating from indirect influences. Organizational commitment is a mediator of the relationship between organizational culture and the performance of village governance. The influence of organizational culture on indicators of organizational commitment is the continuance commitment indicator of 14.1 percent, normative commitment indicators of 11.5 percent and affective commitment indicators of 11.0 percent.

6. Organizational culture has a positive and significant effect on organizational ambide

The results showed that there was a positive and significant influence of organizational culture on the organizational ambide of village government in the East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.290. Testing shows that the results are not significant with a CR value of 4.18 that does not meet the requirements > 1.96 with a probability = 0.000 that does not meet the testing requirements below 0.05. The hypothesis which states that organizational culture has a significant effect on the organizational ambidexterity of village government in this study was accepted.

According to the hypothesis, the stronger organizational culture will increase the organizational ambide of village government. The influence of organizational culture on ambidexterity organizational was 41.9 percent of indirect influence. The ambition of organizational integrity is the mediator of the relationship between organizational culture and the performance of village government. The influence of organizational culture on organizational personality indicators, namely indipkator dicipline 30.7 percent, 29.6 percent stretch indicators, 28.4 percent support indicators, and trust indicators 27.3 percent.

7. Competence has a positive and significant effect on the performance of the village government

The results of the study showed that there was a positive and significant influence of competence on the performance of village governments in the East Nusa Tenggara Province. The estimated parameters of the relationship between the two variables are 0.413. Testing shows that the results are not significant with the value CR = 3.10 does not meet the requirements > 1.96 with a probability = 0.002 fulfilling the testing conditions below 0.05. The hypothesis that competency has a significant effect on the performance of village governments in this study was accepted.

In accordance with the hypothesis, the higher the competence of the village government will improve the performance of the village government, the higher. The influence of competence on the performance of the village government is 43.9 percent, contributing direct influence of 39.5 percent and indirect influence of 4.4 percent. The influence of competency indicators on the performance of the village government is knowledge indicator 67.2 percent, indicator scales 66.5 percent, indicator motives 63.3 percent, self-concept indicators 56.7 percent and indicators traits 56.2 percent. The influence of competence on the performance indicators of village government is the largest on adaptation indicators 32.6 percent and the smallest on the 22.3 percent quality indicator.

8. Competence has a positive but not significant effect on organizational commitment

The results showed that there was a positive but not significant effect of competency on the organizational commitment of village governments in the East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.175. Testing shows that the results are not significant with the value of CR = 1.09 does not meet the requirements > 1.96 with a probability = 0.276 which does not meet the testing requirements below 0.05. The hypothesis that transformational leadership has a significant effect on village government performance in this study is not accepted.

Although not significant, the positive influence of competence can predict an increase in organizational commitment. The influence of competence on organizational commitment comes from indirect influence of 18.2 percent. Organizational commitment is a mediator of relations of competence with the performance of village government. Effect of competency on

indicators of organizational commitment, namely continuance commitment 14.4 percent, normative commitment 11.7 percent and affective commitment 11.2 percent. The biggest influence on continuance commitment and the smallest influence on normative commitment. The influence of competency indicators on organizational commitment is knowledge indicator 67.2 percent, indicator scales of 66.5 percent, indicators of motives 63.3 percent, self-concept indicators 56.7 percent and indicators traits 56.2 percent. The biggest influence on the knowledge indicator and the smallest influence on the indicator traits.

9. Competence has a positive effect but is not insignificant towards organizational integrity

The results of the study showed that there was a positive but not significant effect of competency on the organizational ambidexterity of village government in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.181. Testing shows that the results are not significant with the value $CR = 0.95$ does not meet the requirements > 1.96 with a probability = 0.342 which does not meet the testing requirements below 0.05. The hypothesis which states that competency has a significant effect on the organizational ambidexterity of village government in this study is not accepted.

Although not significant, the positive influence of competency can predict an increase in organizational integrity. Competence has an effect on ambidexterity organizational at 14.2 percent of direct indirect influence. Because the indirect influence is dominant, the ambidexterity organizational role acts as a mediation of the relationship of competence with the performance of the village government. The effect of competency on the ambidexterity organizational indicator is discipline 10.4 percent, stretch 10.0 percent, support 9.6 and trusts. The biggest influence on discipline and the smallest influence on trust indicators. While the influence of competency indicators on ambidexterity organizational namely knowledge indicators 67.2 percent, skills indicators 66.5 percent, 63.3 percent motives indicators, self-concept indicators 57.7 and indicators traits 56.2 percent. The biggest influence of indicator knowledge and the smallest influence of indicator traits.

10. Self-efficacy has a positive but not significant effect on the performance of the village government

The results showed that there was a positive but not significant effect of self-efficacy on the performance of village governments in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.126. Testing shows that the results are not significant with the CR value = 1.39 does not meet the requirements > 1.96 with a probability = 0.162 which does not meet the testing requirements below 0.05. The hypothesis that self-efficacy has a significant effect on the performance of village governments in this study is not accepted.

Although not significant, the positive effect of self-efficacy can predict the increase in the performance of the village government the effect of self-efficacy on the performance of the village government is 27.3 percent, from the direct influence of 14.6 percent and indirect effects of 12.7 percent. The effect of self-fiction indicators on the performance of village governments is the strength indicator of 74.8 percent, 73.9 percent generality indicator and 6.0 percent level indicator. The biggest influence of indicators of self-efficacy on the performance of village government indicators of strength and lowest on level indicators. The influence of self-efficacy on village government performance indicators is the largest on the adaptation indicator 20.3 percent and the smallest on the 13.9 percent quality performance indicator.

11. Self-efficacy has a positive and significant effect on organizational commitment

The results of the study show that there is a positive and significant relationship between self-efficacy towards the organizational commitment of village governments in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.363. Tests show insignificant results with a CR value of 3.61 that does not meet the requirements > 1.96 with a probability = 0.000 that does not meet the testing requirements below 0.05. The hypothesis that self-efficacy has a significant effect on village government organizational commitment in this study was accepted.

According to the hypothesis, the greater self-efficacy will increase the organizational commitment of the village government, the higher. The effect of self-efficacy on indicators of organizational commitment is continuance commitment 36.2 percent, normative commitment 29.6 percent and affective commitment 28.2 percent. The effect of the indicator of self-efficacy on organizational commitment is the strength indicator of 74.8 percent, 73.9 percent of generality indicators and 66.0 percent of indicators.

12. Self-efficacy has a positive and significant effect on organizational equity

The results showed that there was a positive and significant effect of self-efficacy on the organizational ambience of village government in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.447. The test shows that the results are not significant with the CR value = 3.59 does not meet the requirements > 1.96 with a probability = 0.000 that does not meet the testing requirements below 0.05. The self-efficacy hypothesis has a significant effect on the organizational ambidexterity of the village government in this study.

According to the hypothesis, the greater self-efficacy will increase the organizational ambience of the village government the greater. The effect of self-efficacy on ambidexterity organizational is 42.5 contribution of indirect influence. Because the direct influence is greater than the indirect effect, the ambidexterity organization is the mediation of the relationship between self-efficacy and the performance of the village government. The effect of self-efficacy on ambidexterity organizational indicators is discipline 31.2 percent, stretch 30.3 percent, support 28.8 percent and trusts 27.2 percent. The effect of the indicators of self-efficacy on ambidexterity organizational is the strength indicator of 74.8 percent, 73.9 percent generality indicator and 66.0 percent level indicator.

13. Organizational commitment has a positive but not significant effect on the performance of the village government

The results showed that there was a positive but not significant organizational commitment to the performance of village governments in East Nusa Tenggara Province. The estimated parameter of the relationship between the two variables is 0.060. Testing shows that the results are not significant with the CR value = 1.42 does not meet the requirements > 1.96 with a probability = 0.421 that does not meet the testing requirements below 0.05. The organizational commitment hypothesis has a significant effect on the performance of the village government in this study not accepted.

Although not significant, the positive influence of organizational commitment can predict an increase in village government performance. The effect of organizational commitment on the performance of the village government is 5.6 percent originating from indirect influences. Organizational commitment mediates the relationship of other variables to the performance of the village government. The influence of organizational commitment on village government staff is the largest on adaptation performance indicators 4.1 percent and the smallest on 2.8

percent quality performance indicators. The effect of indicators of organizational commitment on the performance of village governments is the affective commitment indicator 61.6 percent, the commitment normative indicator is 64.6 percent and the commitment commitment indicator is 79.0 percent.

14. Organizational commitment has a positive but not significant effect on organizational ambide

The results showed that there was a positive but insignificant organizational commitment to the organizational ambide of village government in East Nusa Tenggara Province. Estimated parameters of the relationship between the two variables are 0.00. Tests show insignificant results with a CR value of 0.00 that does not meet the requirements > 1.96 with a probability = 1,000 that does not meet the testing requirements below 0.05. The hypothesis that organizational commitment has a significant effect on the performance of village governments in this study was not accepted.

Although not significant, the positive influence of organizational commitment can predict an increase in organizational ambide in the village. Based on the analysis of the coefficient of determination (R²) there is no effect of organizational commitment on organizational ambide. This means that organizational commitment does not mediate the relationship between ambience and organizational performance with village government.

15. Ambition of organizational integrity has a positive and significant effect on the performance of the village government

The results of the study show that there is a positive and significant influence between ambityxity organizational performance and village government performance. The estimated parameter of the relationship between the two variables is 0.195. Tests show insignificant results with a CR value of 2.68 that does not meet the requirements > 1.96 with a probability = 0.007 that does not meet the testing requirements below 0.05. The hypothesis which states that ambidexterity organization has a significant effect on the performance of village governments in this study is accepted.

In accordance with the hypothesis, the greater the ambidexterity organization will improve the performance of the village government, the higher. The effect of ambidexterity organizational on the performance of village government is 23.8 percent of indirect influence. The effect of ambidexterity organizational on the performance variables of village government is the largest on adaptation performance indicators 17.7 and the smallest on 12.1 percent quality performance indicators. The effect of the ambidexterity organizational indicator on organizational performance indicators is that the indicator is 73.3 percent dicipline, 70.6 percent stretch indicator, 67.8 percent support indicator, and 65.1 percent trust indicator.

CONCLUSION

1. Based on the formulation of the problem, the literature review, the results of the research and discussion can be concluded:
2. Transformational leadership has a positive but not significant effect on the performance of village governments in East Nusa Tenggara Province. The results of this study are the same as those of Setyawan (2017), Brown and Arendt (2011), Cahyono et al (2014). The results of this study do not support the theory of Hater and Bass (1988) that transformational leadership is required to be responsible for performance beyond ordinary expectations because it transforms the mission, stimulates learning

- experiences, and evokes new ways of thinking. This study does not support Orabi's research results, (2016 :), Chi, et. Al (2008), and Laras and Haryono (2016).
3. Transformational leadership has a positive but not significant effect on the organizational commitment of village governments in East Nusa Tenggara Province. The results of this study are the same as those of Ampofo (2016), Porter (2015) and Ramachandran and Krishnan (2009). This study does not support the theory of Suresh and Rajini (2013: 155) stating that: transformational leadership is the process of involving others to create connections that increase the motivation and morality of leaders and followers, leaders pay attention to needs and try to help followers reach their maximum potential. This study does not support the results of Gillet and Vandenberghe's research (2014), Avolio et al. (2004), Suadnyani and Netra (2018).
 4. Transformational leadership has a positive but not significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province. The results of this study do not support Bass and Riggio's (2006) theory that transformational leadership involves followers who are inspired to commit to sharing the vision and goals for an organization or unit, challenge them to be innovative problem solvers, and develop followers' leadership capacity through coaching, mentoring, and providing challenges and support. This study does not support the results of the research by Torres et.al, (2015) and Yong Ji et.al (2015)
 5. Organizational culture has a positive but not significant effect on the performance of village governments in East Nusa Tenggara Province. The results of this study are the same as those of Maabuat (2016), Pane and Astuti (2009), Saleh (2017), (5) Suharningsih and Murtedjo (2017). The results of this study do not support the theory Organizational culture influences organizational performance and employee satisfaction (Robbins, 1998: 480) that organizational culture influences organizational performance. This study does not support the results of the study of Zakari et al. (2013) and Soedjono, (2015).
 6. Organizational culture has a positive but not significant effect on the organizational commitment of village governments in East Nusa Tenggara Province. The results of this study do not support the theory that organizational culture influences organizational commitment of Spencer & Spencer (1993: 10). This study does not support the results of Mitic et al. (2016), Azizollah et al. (2016), and Shurbagi (2015).
 7. Organizational culture has a positive and significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province. This study supports the theory that organizational culture influences Schein's ambient organizational complexity (1992: 12 and Robbins (1996: 294). This study supports the results of research from Wang and Rafiq (2014), and Ikhsan (2016).
 8. Competence has a significant effect on the performance of village governments in East Nusa Tenggara Province. The results of this study support the theory that competence influences organizational performance Noe et al. (2010), Spencer and Spencer (1993) and Sedarmayanti, 2008). This study supports the results of Osei's research (2015), Zaim et.al (2013), and Rantesalu et.al (2016)
 9. Competence has a positive but not significant effect on the village government's administrative commitment in the East Nusa Tenggara Province. This study does not support the theory of competence is a fundamental factor that belongs to someone who has more ability, which makes it different from someone who has an average ability or just ordinary (Mangkunegara, 2005: 113). This study does not support the results of the research of Rantesalu et al. (2016), Yunus and Mahajar (2014) and Yamali, (2017).
 10. Competence has a positive but not significant effect on the organizational ambide of village government in East Nusa Tenggara Province. The results of this study do not support Sofu's theory (1999: 123), that competence does not only contain knowledge,

skills and attitudes, but what is important is the application of knowledge, skills, and attitudes needed in work. This study does not support the results of the study of Hafkesbrink et. Al (2012), Volery et. Al (2013), and Brion et. Al (2010).

11. Self-efficacy has a positive but not significant effect on the performance of village governments in East Nusa Tenggara Province. The results of this study do not support the theory of self-efficacy as employees' beliefs about their ability to improve performance (Bandura, 1998). This study does not support the results of research by Lai and Chen (2012), Judge and Jackson (2007 :), and Stajkovic and Luthans (1998).
12. Self-efficacy has a positive and significant effect on the organizational commitment of village governments in East Nusa Tenggara Province. The results of the study support the theory of Bandura and Wood (1989: 806) that self-efficacy is a belief in a person's ability to move motivation, cognitive sources, and a series of actions needed to meet the demands of the situation at hand. This study supports the results of Raghu and Narashiman (2016), Oh and Wee (2016), Agarwal and Mishra (2016).
13. Self-efficacy has a significant effect on the organizational ambide of village government in East Nusa Tenggara Province. The results of this study support Bandura and Wood's (1989: 806) theory that self-efficacy is a belief in one's ability to move motivation, cognitive sources, and a series of actions needed to meet the demands of the situation at hand. This study supports the results of research by Ting Yu and Patterson (2010: 1-8), Ting Yu et. Al (2015: 491-511), Kauppila and Tempelaar (2016: 1019-1044)
14. Organizational commitment has no significant effect on the performance of village governments in East Nusa Tenggara Province. This researcher does not support the Robbins and Coulter theory (2012: 405) organizational commitment is the extent to which an employee recognizes the objectives of a particular organization and considers the performance of his work to be important to himself. This study does not support the results of research by Dost et al. (2011), Ireffin and Mechanic (2014), Andrew (2017), and Kurniawan (2014)
15. Organizational commitment has no significant effect on the organizational ambidexterity of village governments in East Nusa Tenggara Province. This study does not support the theory of Greenberg and Baron (2003: 160), that organizational commitment is the degree to which employees are involved in the organization and want to remain a member; which contains attitudes of loyalty and willingness to work optimally for the organization where they work. This study does not support the results of research from Nayak and Jyotsna (2016) and Kouropalatis et.al (2012)
16. 15. Ambidexterity organization has a significant effect on the performance of village governments in East Nusa Tenggara Province. This researcher supports Borst's theory (2014: 3), that ambidexterity organizational as the ability of organizations to simultaneously explore and exploit, has been proven necessary for organizations to survive in the long term. This study supports the results of the study of Pei-Wen and I-Shou (2008), Preda (2014), Gibson and Birkinshaw (2004) Chia et.al (2013), Karrer and Fleck (2015)

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