

Crucial Factors to Boost Village Officer Performance: Does It Work?

Muhammad Asnawi Sabil¹, Heri Yanto², Suwito Eko Pramono³ and Nanik Wijayati⁴

Abstract

Villages play an important role in achieving Sustainable Development, yet most village officers in Indonesia still demonstrate low performance. Therefore, this study aims to explore factors that strengthen the influence of competency on performance, such as work culture, work climate, job demand, perceived organizational support, work engagement, and work environment. Involving 9886 respondents of village officers in 25 regencies and cities in Indonesia, this study used questionnaires and SEM-PLS for data analysis. The findings showed that job demand and work environment had no significant impact on performance, while the other factors had a significant impact. Work climate did not significantly strengthen the relationship between competency and performance. Other factors seemed to play a role in increasing the impact of competency on performance. This research is expected to contribute to the field of village personnel administration by complementing knowledge about factors that moderate the relationship between competency and performance.

Keywords: Village Officer Performance, Competency, Work Culture, Work Climate, Job Demand, Perceived Organizational Support, Work Engagement, Work Environment.

INTRODUCTION

Villages are recognized as important entities in the context of state government organization long before Indonesia's independence (Suartina, 2020). Villages also support the improvement of the human development index and sustainable development goals that become a reference in the development of a country (Antlov et al., 2016). Village autonomy is currently guaranteed by the Village Law in Indonesia, demanding that village officers not only gain strong political legitimacy based on the election results at the village level but also manage the village in a good and superior governance design (Sopamena, 2020). However, the recognition of the village as a vital force of development has not been accompanied by the synchronization of state policies in treating village governance as a major asset (Antlov et al., 2016). Empirically, many phenomena in the field show that village development problems (such as development programs in the village that are less innovative) and general problems (such as community services, which are the main problem of villages in Indonesia) have not been resolved optimally due to the suboptimal performance of village officers (Hartanto & Syamsir, 2022; Solikhah & Hossain, 2024).

Contribution Of Study

Research on the performance of village officers is notably unique, predominantly conducted by Indonesian researchers. Indonesia's distinct government structure at the local and village levels differentiates it from other countries (Ainiha & Prakoso, 2023). Recent studies have focused on the performance of village officers, revealing that their lack of competency significantly impacts performance (Ardiansyah & Sriyono, 2021; Suciningtyas & Suropto, 2021). However, research on the impact of job competency on performance shows inconsistent results. Boyantiz's (2008) Theory of Action and Job Performance posits that competency is crucial for performance, yet various factors can strengthen or weaken this effect. Supporting this theory, studies by Ardiansyah and Sriyono (2021) and Pongantung et al. (2022) report a high influence of competency on performance, whereas Santoso et al. (2022) and Apriana et al. (2020) find a low influence. These varying results highlight the need for further research to identify factors affecting this relationship.

¹ Doctorate Students in Educational Management, Universitas Negeri Semarang, Indonesia, Email: muhammadasnawisabil@students.unnes.ac.id

² Faculty of Economics and Business, Universitas Negeri Semarang, Indonesia

³ Faculty of Social and Political Science, Universitas Negeri Semarang, Indonesia

⁴ Faculty of Mathematics and Natural Sciences Math and Political Science, Universitas Negeri Semarang, Indonesia

Culture plays a crucial role in influencing performance, often outweighing other factors like organizational structure and leadership (Preetha & Murugesan, 2020; Norawati & Alkudri, 2023). A positive work climate inspires individuals to excel, thereby enhancing overall performance and institutional survival (Khalil et al., 2024). Conversely, job demands can cause stress and negative reactions such as depression, reducing performance (Schaufeli & Bakker, 2004; Ahmad et al., 2020; Crawford & Detar, 2023). Work engagement is essential for high performance, fostering cooperation and emotional, physical, and cognitive involvement (Silalahi & Sembiring, 2020). Perceived organizational support boosts satisfaction and performance (Eisenberger & Stinglhamber, 2011; Gillet et al., 2013). A supportive work environment enhances security and task execution (Raziq & Maulabakhsh, 2015; Antara, 2020; Nabawi, 2019). By identifying this void, this study offers important insights in at least two ways. First, this study provides a theoretical examination of the moderating effect to strengthen or weaken the determinants of village officers' performance in village governance, namely work culture, work climate, job demands, perceived organizational support, work engagement, and work environment. Second, this study offers practical recommendations for improving the performance of village officers through various effective policy initiatives and programs.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Competency encompasses an individual's knowledge, skills, and attitudes/behavior, aligned with regulatory standards. These combined aspects form a competency crucial for the success of an organization (Yulianto, 2020). Village officers with relevant competencies tend to achieve their work objectives more effectively than those lacking such skills. Santoso et al. (2022) note that village officers perform well when their competencies match their workload, enabling them to complete tasks optimally. Bosko et al. (2023) emphasize that competency drives performance, but improvements in competency should be accompanied by increased compensation. Research by Murhaban et al. (2021) and Juwita & Murti (2023) also indicates a positive correlation between competency and performance among village officers. Thus, village officers with higher competency levels generally perform better, while those with lower competency levels exhibit poorer performance. This leads to the following hypothesis: higher competency leads to better performance. Therefore, the hypothesis can be formulated as follows.

H1. Job Competency Impact Positively on The Performance of Village Officers

A strong culture will influence individuals and their performance. Even in a competitive environment, the influence of a strong culture is greater than other factors such as organizational structure, financial analysis tools, leadership, and others (Norawati & Alkudri, 2023). A good work culture encourages the performance of village officers in creating and providing their best abilities to utilize the opportunities provided by the institution. The realization of a suitable work culture in an institution requires support and participation by all members to form perceptions based on the characteristics of organizational culture, including innovation, care, results orientation, leader behavior, and team orientation, that exist in the institution (Bosko et al., 2023).

Mulyadi et al. (2023) show that work culture is a form of social control that can influence employee decisions and behavior, and it serves as a social glue that binds people together and makes organizational members feel part of the organizational experience. Hasan (2023) states that work culture can become an organizational lifestyle generated by the changing age of employees. Bosko et al. (2023) find that work culture has a positive and significant influence on the performance of village officers in the organization. An increase in organizational work culture encourages organizational members to improve their competency and ultimately can encourage performance. Therefore, the hypothesis can be formulated as follows.

H2. Work Culture Impact Positively on The Performance of Village Officers

H3. Work Culture Significantly Moderate the Relationship Between Job Competency and The Performance of Village Officers

The active role of leaders in the institution can shape the work climate. Work climate is a situation or condition in a series that can have an impact on individuals directly or indirectly, consciously or unconsciously. The work climate will be able to contribute to the sustainability of the institution and organization, and it can have the

ability to adjust the development process of individuals, teams, and all parties in the institution (Khalil et al., 2024). A conducive work climate in institutions or organizations is needed to foster motivation to complete their responsibilities so that good performance can be created.

In line with this, Munandar (2021) shows that work climate can affect achievement and performance by shaping workers' expectations about the impact of various actions. Workers will expect rewards, satisfaction, and achievement based on their perception of the work climate. As a result, workers will work well based on a good work climate, and their performance will increase (Wechmeier & Abhy, 2009). Yusrina (2022) adds that the work climate, including compensation, teamwork, and organizational policies, is very effective in encouraging optimal job competencies to achieve superior performance. Based on this argument, the following hypothesis can be formulated as follows.

H4. Work Climate Positively Impact on The Performance of Village Officers

H5. Work Climate Significantly Moderates the Relationship Between Job Competency and The Performance of Village Officers

Certain physical, psychological, or social exhaustion is always caused by too much workload and limited time to complete it. At the same time, an employee must complete a high job demand before completing his matters (Kumala, 2023; Llanos-Contreras et al., 2023). The existence of job demands, emotional pressure, and excessive thinking will lead to dissatisfaction (Ahmad et al., 2020; Crawford & Detar, 2023). Crawford and Detar (2023) indicate job demand as a factor associated with a person's job that can be stressful if the job demands are perceived as excessive and can increase anxiety and stress. A changing workload can cause work stress. Job demands that are very diverse and do not match the workers' competencies and expertise will have an impact on job stress.

The existence of high job demands results in decreased worker competency. With decreased worker competency, worker performance will be low. Worker performance decreases due to work stress conditions, such as the level of fatigue and anxiety experienced by workers. In other words, stress will decrease overall worker performance (Sakirun & Dousin, 2022). However, it must be understood that uncompleted work due to time constraints is a quantitative burden. Workers who think they do not have the competencies needed to complete the work are considered a qualitative burden (Savage, 2023). Related to this matter, a high job demand can have a negative impact on performance even though the worker's competency is high. Therefore, the hypothesis can be formulated as follows.

H6. Job Demand Negatively Impact on The Performance of Village Officers

H7. Job Demand Significantly Moderate the Relationship Between Job Competency and The Performance of Village Officers

Perceived organizational support refers to the extent to which the organization values employees' contributions and cares about their well-being. (Eisenberger et al., 1997). An organization that provides support is committed to its employees (Bellou & Dimou, 2021). According to organizational support theory, high POS tends to improve work attitudes and create effective work behaviors for two reasons. First, this favorable effect stems from the social exchange process. Claudia (2018) suggests that workers assess which optional actions are doable, and then the workers conclude that they are being supported. They then try to reciprocate this favorable treatment. This way, employees become more committed and work harder (Eisenberger et al., 1997). In addition, if an organization is provided with adequate training, resources, and support from management, then it is likely that its members will want their organization to succeed and be able to help their organization succeed (Aureliyah Putri & Kusuma, 2022).

Employees who feel they have a high level of support from their organization are more likely to perform better than those who do not (Choi et al., 2020). On the other hand, (Altamimi & Hilmi, 2023) examined the relationship between POS and job performance using structural equation modeling. In both studies, the path coefficients of POS and job performance were not significant. The presence of support collectivism has a

significant influence on the dynamics linking workplace support and performance. Therefore, the following hypothesis can be formulated.

H8. Pos And Positively Impact Performance of Village Officers

H9. Pos Significantly Moderates the Relationship Between Job Competency and The Performance of Village Officers

Individuals who are fully involved physically, knowledgeably, and emotionally in their work will be oriented toward achieving their institution's or organization's goals. Corbeanu & Iliescu (2023) state that work involvement is the identification level of workers with their work who actively participate in their work, and they think that performance in their work is more important for themselves. In addition, individuals with a high level of involvement will care deeply about their field of work. A high level of engagement is related to performance.

Work involvement owned by workers is closely related to dedication to the work itself. Workers with high work involvement will try to be dedicated to their work. They consider their work not only as a burden and responsibility but also as a description of the value of their love for work (Breevaart et al., 2013). Work engagement refers to the psychological level of favoring his organization and the importance of work for him. Workers with high work engagement will be stimulated by their work (Silalahi & Sembiring, 2020). Workers with a high level of work involvement will be immersed in their work, and they are triggered to give their best in carrying out the duties and responsibilities that have been assigned (Corbeanu & Iliescu, 2023). In this process, it will produce a drive to excel and do more so that good performance can be created. Therefore, the hypothesis can be formulated as follows.

H10. Work Engagement Positively Impact the Performance of Village Officers

H11. Work Engagement Significantly Strengthens the Relationship Between Job Competency and The Performance of Village Officers

The existence of a conducive work environment will provide a sense of security and allow village officers to perform their work optimally, which has a direct influence on individuals in completing their responsibilities. If village officers are in a comfortable working environment, they will be able to improve their performance in carrying out activities to complete their tasks (Nabawi, 2019). Raziq & Maulabakhsh (2015), state that a good working environment has an impact on increasing production and individual performance, which will ultimately improve the effectiveness of the institution or organization and can reduce costs that the institution or organization will incur.

According to Antara (2020), the work environment can affect human resource competency. A supportive and comfortable work environment will make it easier for individuals to complete their work. It can also contribute to raising self-confidence so that they can work optimally. It can be concluded that with a good work environment, the competency possessed by employees will increase and encourage good performance as well. Therefore, the hypothesis can be formulated as follows.

H12. The Work Environment Positively Impact the Performance of Village Officers

H13. The Work Environment Significantly Moderates the Relationship Between Job Competency and The Performance of Village Officers

Based on the flow of the framework presented earlier, the relationship between the variables of village officer performance, village officer competency, work culture, work climate, job demand, perceived organizational support, work involvement, and work environment can be illustrated as follows.

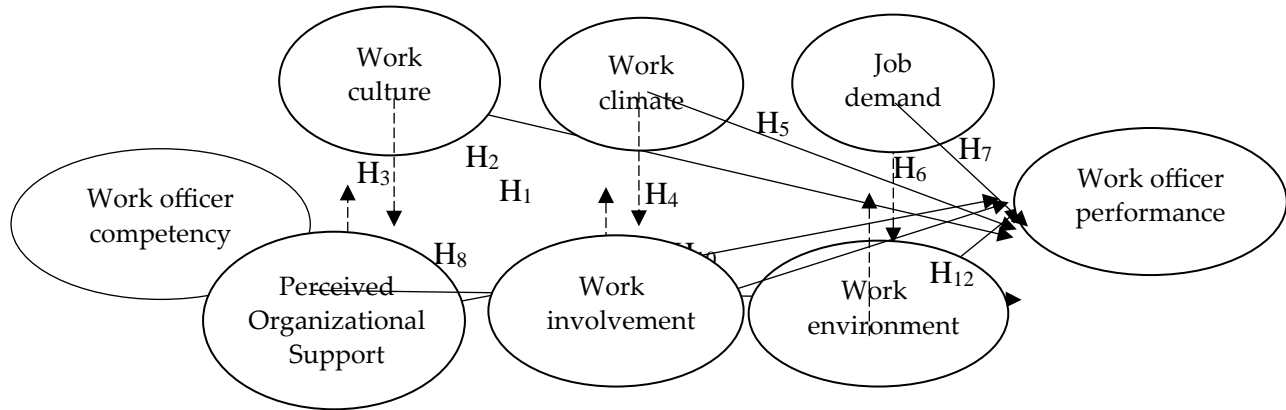


Figure 1. The research model.

METHODOLOGY

The analysis unit for this study comprises village officers actively performing government duties across various regions in Indonesia. These officers are essential for village progress, impacting economic, social, and environmental aspects. The study began with designing a questionnaire, utilizing a pre-tested scale to meet research objectives. Input from two experts in village governance, village leaders, and other stakeholders helped refine the language and order of questions. A pre-survey with 50 questionnaires was conducted, followed by pilot testing and subsequent revisions based on feedback. After finalizing the questionnaire post-pilot test, the sample size was determined using Slovin's formula, yielding 9886 respondents with a 1% margin of error. The questionnaire was distributed online through 416 Village Community Empowerment Offices nationwide. With a 100% return rate, the collected data underwent preliminary analysis before proceeding to comprehensive data analysis.

Table 1. Sample characterization

Variables	Categories	N	%
Gender	Female	3164	32%
	Male	6722	68%
Age groups	21–30 years	1483	15%
	31–40 years	3460	35%
	41–50 years	3559	36%
	51–60 years	1384	14%
Education	Basic education	2274	23%
	Secondary education	2867	29%
	High school	2966	30%
	Diploma's degree	1186	12%
	Bachelor's degree	593	6%

Table 1 summarizes the main characteristics of the sample, which in this case is village officers. Of 9886 village officers, most respondents were male (62,2%), with most participants aged between 41 and 50 years (36%). Most respondents had completed senior high school (30%) followed by junior high school (29%).

The measurement of village officer performance is based on the models by Koopmans et al. (2014) and Thuy and Phinaitrup (2021), encompassing 14 items across two main dimensions: task performance (6 items) and contextual performance (12 items). Job competency measurement follows the 21-item Career Competency Questionnaire (CCQ) by Akkermans et al. (2013), covering six dimensions: motivation, self-profiling, job

exploration, quality reflection, networking, and career control. For work culture, the study adapts the model by Nungchim and Leihaothabam (2022), which includes four domains: involvement, consistency, adaptability, and mission, with a total of 12 items. Work climate measurement is based on the ECALS model by Barría-González et al. (2021), incorporating five dimensions: organizational trust (10 items), workload (10 items), social support (8 items), rewards (7 items), and job satisfaction (4 items). Job demand is measured using the instrument developed by Mauno et al. (2007) with 18 items. Perceived Organizational Support is assessed through the eight-item scale by Eisenberger et al. (1997), where village officers rate their perception of organizational support. Work engagement is measured using the JES scale by Rich et al. (2010), which includes 18 items across three subscales: physical, emotional, and cognitive engagement (6 items each). The working environment is evaluated using a model adapted from Razak et al. (2016), consisting of 15 items across five dimensions: physical and social environment, social support, decentralized organizational structures, working hours, compensation and benefits, and resources and demands related to work.

The initial stage in data analysis was the initial pilot test stage, where validity was tested by correlation analysis of the corrected total items, and the reliability of the questionnaire was tested by analyzing Cronbach's alpha value. Next, the researchers proceeded to inferential statistical analysis using WARP PLS-SEM moderation, namely: (a) describing the path diagram or model conceptualization; (b) testing the outer model; (c) testing the inner model with linear resampling techniques; (d) testing the significance of the moderated structural model with the t statistical test using the orthogonal method (Kock, 2019); (e) interpreting the research results.

RESULTS

Convergent Validity and Internal Consistency Analysis

The measurement model assesses how well each item represents its construct and evaluates the combined items' representation of the construct (Hair et al., 2019). Reliability and validity are evaluated through individual item reliability, internal consistency reliability, convergent validity, and discriminant validity (Hair et al., 2019; Henseler et al., 2014). Internal consistency reliability is measured using Cronbach's alpha (CA), composite reliability (CR), Dijkstra's PLSc reliability, and true composite reliability (Peterson & Kim, 2013). For this study, the cutoff value for CR, as suggested by Hair et al. (2019), should be at least 0.70.

Table 2. Assessment of measurement model and internal consistency

Variable/Item	Loading Factor	AVE	Cronbach's alpha	Composite Reliability	Dijkstra's PLSc reliability	True composite reliability
Performance of Village Officers	0.396 - 0.897	0.582 (1 item removed)	0.942	0.950	0.948	0.950
Competency of Village Officers (12 items)	0.564-0.861	0.530 (no item removed)	0.935	0.935	0.775	0.800
Working Culture (12 item)	0.394-0.843	0.525 (3 items removed)	0.866	0.866	0.891	0.879
Perceived Organizational Support (8 items)	0.657-0.857	0.609 (no item removed)	0.957	0.957	0.827	0.943
Work Climate (20 items)	0.462 - 0.818	0.523 (2 items removed)	0.898	0.898	0.910	0.906
Job Demand (18 items)	0.278- 0.819	0.503 (4 items removed)	0.730	0.724	0.846	0.793
Work Engagement (18 items)	0.361-0.790	0.527 (4 items removed)	0.849	0.849	0.719	0.784
Work Environment (15 items)	0.675 - 0.898	0.555 (no item removed)	0.945	0.945	0.912	0.929

Table 2 indicates that all four assessments surpass the minimum acceptable level of 0.70, demonstrating satisfactory internal consistency reliability. The AVE value reflects the average variance shared between a construct and its indicators. An AVE value of 0.5 or higher suggests adequate convergent validity (Fornell & Larcker, 1981). In Table 2, AVE values range from 0.503 to 0.609, indicating satisfactory convergent validity for all constructs. However, some items were removed: one from village officer performance, three from work culture, two from work climate, and four from both job demand and work involvement. No items were removed from Village Officer Competency, Perceived Organizational Support, and Work Environment, as their AVE values met the requirements.

Discriminant Validity Analysis

The following analysis is discriminant validity. This test is another criterion that evaluates how much a construct differs from other constructs (Hair et al., 2019). Discriminant validity can also be seen as the extent to which a variable differs from others. Therefore, discriminant validity was determined using the square root of the AVE variable, loading and cross-loading (Fornell & Larcker, 1981), and heterotrait-monotrait ratio (HTMT) (Henseler et al., 2014) as shown in Table 3.

Table 3. Discriminant Validity Statistics (Fornell–Larcker and HTMT)

Validity Fornell Leaker								
	1	2	3	4	5	6	7	8
1. Performance of Village Officers	0.763							
2. Competency of Village Officers	0.077	0.728						
3. Work Engagement	-0.124	0.607	0.726					
4. Work Culture	-0.122	0.451	0.157	0.725				
5. Work Climate	-0.218	-0.061	-0.195	0.546	0.710			
6. Job Demand	-0.186	0.259	0.078	0.853	0.586	0.709		
7. Perceived Organizational Support	-0.085	0.283	0.168	0.694	0.742	0.602	0.780	
8. Work Environment	0.121	0.196	0.174	0.474	0.374	0.417	0.563	0.805
HTMT Ratio								
	1	2	3	4	5	6	7	8
1. Performance of Village Officers								
2. Competency of Village Officers	0.924							
3. Work Engagement	0.265	0.904						
4. Work Culture	0.228	0.520	0.963					
5. Work Climate	0.296	0.313	0.406	0.962				
6. Job Demand	0.288	0.426	0.397	0.470	0.992			
7. Perceived Organizational Support	0.220	0.349	0.371	0.777	0.816	0.981		
8. Work Environment	0.201	0.266	0.292	0.541	0.472	0.486	0.912	

Table 3 shows that the square root of the AVE (bold value) is greater than the correlation between constructs, indicating adequate discriminant validity. In addition, the results of evaluating discriminant validity with the HTMT ratio to assess discriminant validity were also examined, as suggested by previous studies (Ali et al., 2022; Hair et al., 2019; Henseler et al., 2014). In this study, as shown in Table 3, the highest correlations were within the conventional benchmark of 0.85 or 0.90 (Henseler et al., 2014). Therefore, the HTMT criterion indicates adequate discriminant validity. The measurement model results in this study show that all reliability and construct validity have reached adequate levels. Therefore, this result strengthens further analysis of the structural (inner) model to test the relationship between the variables under study.

Table 4.13. Model Fit and Quality Indices

No	Model fit and quality indices	Criteria Fit	Analysis Result	Description
1	R-squared	Strong ≥ 0.67 , Moderate ≥ 0.33 and weak ≥ 0.19	0.697	Strong
2	Adjusted R-squared	Strong ≥ 0.67 , Moderate ≥ 0.33 and weak ≥ 0.19	0.677	Strong
3	Q-square predictive relevance	low ≥ 0.02 ; medium ≥ 0.15 ; high ≥ 0.35	0.501	Strong
4	Average path coefficient (APC)	$p < 0.05$	0.162, $P=0.004$	Accepted
5	Average R-squared (ARS)	$p < 0.05$	0.677, $P<0.001$	Accepted
6	Average adjusted R-squared (AARS)	$p < 0.05$	0.677, $P<0.001$	Accepted
7	Average block VIF (AVIF)	Accepted if ≤ 5 , ideal if ≤ 3.3	2.551	Accepted
8	Average full collinearity VIF (AFVIF)	Accepted if ≤ 5 , ideal if ≤ 3.3	5.729	Accepted
9	Tenenhaus GoF (GoF)	low ≥ 0.1 ; medium ≥ 0.25 ; high ≥ 0.36	0.504	High
10	Sympson's paradox ratio (SPR)	≥ 0.25 , large ≥ 0.36 Accepted if ≥ 0.7 , ideal if = 1	0.769	Accepted
11	R-squared contribution ratio (RSCR)	Accepted if ≥ 0.9 , ideal if = 1	0.869	Accepted
12	Statistical suppression ratio (SSR)	Accepted if ≥ 0.7	1.000	Accepted
13	Nonlinear bivariate causality direction ratio (NLBCDR)	Accepted if ≥ 0.7	0.923	Accepted

After the verification that the measurement model has sufficient convergent and discriminant validity, it is then evaluated to test the hypotheses. The researchers focus on the model's ability to predict and explain the impact of exogenous variables on dependent endogenous variables. Several criteria are examined to ensure that the model has an adequate fit (GoF). An R^2 value of at least 0.10 is recommended by Hair et al. (2019) for the model to fit the data well. As a result, the endogenous variables of structural empowerment and innovative performance have R^2 values of 0.697 each, agreeing that the proposed model fits the data reasonably well. In addition, the Stone-Geisser Q^2 criterion shows a value higher than zero, indicating acceptable predictive power of the proposed model (Henseler et al., 2015).

Furthermore, there are additional measurements, namely Average path coefficient (APC), Average R-squared (ARS), Average adjusted R-squared (AARS), Average block VIF (AVIF), Average full collinearity VIF (AFVIF), Tenenhaus GoF (GoF), Sympson's paradox ratio (SPR), R-squared contribution ratio (RSCR), Statistical suppression ratio (SSR), and Nonlinear bivariate causality direction ratio (NLBCDR) as recommended by Kock (2020). Based on the inner model test, all indexes are acceptable and high. Therefore, it can be continued for hypothesis testing. The results of hypothesis testing are as follows.

Table 5. Research Hypothesis Testing Results

Hypothesis (Direct Effect)		Coefficient	P value	Description
H1	Competency of village officers \rightarrow performance of village officers	0.234	$<0,001$	Accepted
H2	Work culture \rightarrow performance of village officers	0.144	0.017	Accepted
H4	Climate culture \rightarrow performance of village officers	0.176	0.005	Accepted
H6	Job demand \rightarrow performance of village officers	-0.095	0.083	Rejected
H8	Perceived Organizational Support \rightarrow performance of village officers	0.121	0.038	Accepted
H10	Work engagement \rightarrow performance of village officers	0.219	$<0,001$	Accepted
H12	Work environment \rightarrow performance of village officers	0.038	0.290	Ditolak

Hypothesis (Direct Effect)		Coefficient	P value	Description
Hypothesis (Moderate Effect)		Coefficient	P value	Description
H3	Work culture* Competency of village officers → performance of village officers	0.213	<0,001	Accepted
H5	Work climate * Competency of village officers → performance of village officers	0.084	0.111	Rejected
H7	Job demand * Competency of village officers → performance of village officers	0.307	<0,001	Accepted
H9	Perceived Organizational Support * Competency of village officers → performance of village officers	0.175	0.005	Accepted
H11	Work engagement * Competency of village officers → performance of village officers	0.180	0.004	Accepted
H13	Work environment * Competency of village officers → performance of village officers	0.116	0.044	Accepted

The test results in Table 5 show that the p-value above 0.05 is in H6 and H12 for hypotheses with direct regression direction. In testing the moderation hypothesis, H5 is rejected because it has a p-value of 0.05. In testing the direct effect hypothesis, H1, H2, H4, H8, and H10 are proven significant because they have a p-value below 0.05. Meanwhile, the moderation hypothesis in H3, H7, H9, H11, and H13 is proven significant because it has a p-value below 0.05.

DISCUSSION

The competency of the village officers has been proven to have a positive and significant effect on their performance. This finding means that the higher their competency is, the more it encourages their performance. The effectiveness of this relationship is in line with the Theory of Effective Job Performance by Boyatzis (1982), which states that the competencies possessed by employees have an important impact on their work outcomes. Those village officers with competencies that are suitable or in accordance with their duties tend to achieve better results than those who lack expertise (Yulianto, 2020). Murhaban et al. (2021) show that the competency of village officers can explain about 25% of the variability in their performance. Improving the performance of village officers can be achieved by improving their competencies, which will increase community satisfaction with public services in the village. The work effectiveness of village officers depends on their competencies so that they can complete their tasks optimally. However, what is noted in this case is that an increase in compensation is also needed in return for such improvement (Preetha & Murugesan, 2020; Santoso et al., 2022; Juwita & Murti, 2023). Competency to carry out optimal village government functions will further encourage their performance in providing services to village communities.

Work culture has a positive and significant impact on the performance of village officers in Bojonegoro Regency. The better the work culture in the village government environment is, the more the performance of the village officers will improve. It is in line with the Theory of Effective Job Performance by Boyatzis (2008). This theory emphasizes the need for an approach that allows individuals to carry out their tasks effectively and accurately so that they can demonstrate high commitment to the government. Work culture has a greater impact on performance than other factors, such as organizational structure or leadership (Bosko et al., 2022). The active support of all members of the village officers is needed to build an innovative, caring, and results-oriented work culture (Norawati & Alkudri, 2023). Work culture also strengthens the influence of competency on the performance of village officers. Implementing an appropriate culture in the village government environment is key to improving the performance of village officers and making them feel attached and actively contribute (Preetha & Murugesan, 2020; Hasan, 2023). The improved work culture in the village government in Bojonegoro Regency encourages each village officer to improve their competency and ultimately spur performance.

Work climate has been proven to have a positive and significant effect on the performance of village officers in Bojonegoro Regency. According to social cognitive theory, work climate is an environmental factor that affects individuals directly or indirectly (Astin, 1984). A good work climate can encourage individual enthusiasm and responsibility, resulting in optimal performance (Munandar, 2021). The work climate also reflects individual

responses to relationships between workers, potentially making a significant contribution to organizational sustainability (Khalil et al., 2024). A work climate that supports village government can improve the performance of village officers and create an environment that supports the growth and achievement of the goals of village government institutions. However, this study shows that work climate does not significantly moderate the effect of village officer competency on their performance. This finding contradicts previous research showing that work climate influences people's achievement and performance (Munandar, 2021; Yusrina, 2022). Employees generally expect recognition, satisfaction, and achievement based on their view of work climate conditions (Wechmeier & Abhy, 2009). If employee competencies are not integrated with the institution, a good work climate, compensation, teamwork, and organizational policies still play a major role in organizational performance.

The study found that the level of job demands did not significantly affect the performance of village officers. Although there is a mismatch between the complexity of the job and the time limit available, this is not a significant burden (Kumala, 2023). Workers tend to prioritize work over their personal needs (Savage, 2023; Llanos-Contreras et al., 2023), sacrificing personal interests. Nonetheless, the interaction between job demands and village officer competency has a positive direction on village officer performance. The higher the job demands, the weaker the influence of competency on the performance of village officers, even though job demands do not directly affect performance. This is in accordance with research showing that job stress, reflected by fatigue and anxiety, can lead to decreased performance (Sakirun & Dousin, 2022; Schaufeli & Bakker, 2004). High job demands can cause pressure and stress, resulting in negative responses such as depression or anxiety (Crawford & Detar, 2023). Therefore, fluctuations in the workload of village officers can be a stressor and potentially weaken their performance.

This study shows that perceived organizational support (POS) has a positive and significant effect on the performance of village officers. This means that the higher the organizational support, the better the performance of the village officers. This is in line with the research of Meyers et al. (2019), which states that employees who feel organizational support will be more involved in their work, so individual performance increases. Choi et al. (2020) have also found that perceptions of organizational support reflect employee performance. Employees who feel supported by the organization tend to reciprocate by improving their performance (Claudia, 2018). Optimal support, such as training and adequate resources from management, can encourage increased employee performance (Bellou & Dimou, 2021). This study also shows that POS moderates the effect of competency on the performance of village officers. Organizational support makes employees feel valued and considered as company agents, so their performance increases (Eisenberger et al., 1997). Excellent support from the organization can improve performance and benefit the organization (Santoso et al., 2022). Employees with high POS levels are more committed to the organization and more satisfied with their jobs (Altamimi & Hilmi, 2023). Older and experienced respondents find organizational support more meaningful in improving their performance (Choi et al., 2020).

Research indicates that the level of work engagement has a positive and significant impact on the performance of village officers. The higher the level of work engagement, the better their performance. The theory of engagement described by Astin (1984) refers to the amount of physical and psychological energy given by employees in the context of their work. Engagement in work is not only about how individuals perform tasks well but also about how individuals respond to tasks emotionally and cognitively (Corbeanu & Iliescu, 2023). An individual's deep investment in work can affect how they work, collaborate, and contribute to the organization's overall success. Strong engagement with work leads individuals to focus on achieving organizational goals. Work engagement is closely related to personal characteristics, such as the ability to collaborate, decision-making, support for organizational goals, and achievement and desired progress (Breevaart et al., 2013). In addition, work engagement also moderates the effect of village officers' competencies on their performance. The higher the level of work engagement, the greater the influence of competency on the performance of village officers. Work engagement builds a positive attitude toward work and encourages individuals to work efficiently (Silalahi & Sembiring, 2020).

The results of the study reveal that the work environment did not have a positive impact on the performance of village officers. It indicates that the work environment in Bojonegoro Regency does not directly affect the performance level of village officers. This finding contradicts the theory of engagement (Astin, 1984) and research by Nabawi (2019), which emphasizes that the work environment requires energy physically and psychologically. A conducive environment can provide security and allow employees to work optimally. The work environment in this context mainly refers to the physical aspects of the office, which can affect health, safety, and comfort while working (Raziq & Maulabakhsh, 2015). Although the work environment does not significantly affect performance, it moderates the effect of competency on performance. A good work environment can encourage continuous and varied engagement among individuals, thus supporting competency development and improving performance. This finding aligns with Antara's research (2020), which states that the work environment affects human resource competencies. A comfortable and supportive environment can strengthen individual confidence to work optimally and provide better service to the community.

CONCLUSIONS

Specifically, this research examines how to understand the moderating effects of work culture, work climate, job demand, perceived organizational support, work engagement, and work environment in strengthening or weakening the relationship between job competency and the performance of village officers. Our findings are consistent with previous research, stating that work culture, work climate, perceived organizational support, and work engagement support previous improvements, while job demand is not proven to be significant in weakening performance. In addition, the work environment has not been proven to drive performance improvement because village officers are accustomed to various limitations of office facilities or other supporting facilities for village government services. Village officers are also accustomed to the pressure of village work, which has a loose rhythm during routine time and is busy on certain days, such as religious days and others. We also found that in testing the moderating effect, only work climate did not significantly strengthen the effect of the relationship between job competency and village officer performance. The relationship between village officers and village heads is often too formal, making it less dynamic and flexible in encouraging performance improvement. This research offers insight into the important role of regency, provincial, or village ministry policies in building better village government organizations. In this case, understanding how village government policies affect work culture, work climate, job demand, perceived organizational support, work engagement, and work environment can help adjust policies to be more effective in improving the service performance of village officers. However, this study has several limitations, including a small and specific sample size that may limit the generalization of the findings beyond the study population. In addition, this study only considers the role of moderating effect of work culture, work climate, job demand, perceived organizational support, work engagement, and work environment. Other factors may also moderate or mediate the relationship of competency to performance in the context of village officers.

Acknowledgment and Gratitude

We would like to express our deepest gratitude and appreciation to the doctoral program of education management and graduate school of Semarang State University for the scientific assistance they have provided in completing this study.

REFERENCES

- Akkermans, J., Schaufeli, W., Brenninkmeijer, V., & Blonk, R. (2013). The role of career competencies in the job demands — Resources model. *Journal of Vocational Behavior*, 83(3), 356-366. <https://doi.org/10.1016/j.jvb.2013.06.011>
- Ahmad, J., Saffardin, S. F., & Teoh, K. B. (2020). How does job demands and job resources affect work engagement towards burnout? The case of Penang preschool. *International Journal of Psychosocial Rehabilitation*, 24(02), 1888-1895. <https://doi.org/10.37200/ijpr/v24i2/pr200490>
- Ainiha, S. G., & Prakoso, L. Y. (2023). Implementation of village government apparatus performance in public services to the community (Malasan village, Durenan district, Trenggalek Regency). *Indonesian Journal of Interdisciplinary Research in Science and Technology*, 1(10), 879-888. <https://doi.org/10.55927/marcopolo.v1i10.6773>

Crucial Factors to Boost Village Officer Performance: Does It Work?

- Altamimi, F., & Hilmi, M. F. (2023). The relationship between innovation, digital transformation, organizational learning, perceived organizational support, and employee performance. *International Journal of Business and Technology Management*, 5(3), 321-341. <https://doi.org/10.55057/ijbtm.2023.5.3.27>
- Antara, G. P. (2020). The effect of performance appraisal and work environment towards employee performance mediated by job satisfaction. *International Journal of Contemporary Research and Review*, 11(05), 21798–21806. <https://doi.org/10.15520/ijcrr.v11i05.806>
- Antlöv, H., Wetterberg, A., & Dharmawan, L. (2016). Village governance, community life, and the 2014 village law in Indonesia. *Bulletin of Indonesian Economic Studies*, 52(2), 161-183. <https://doi.org/10.1080/00074918.2015.1129047>
- Apriana, S., Said, D., & Nurleni, N. (2020). The influence of organizational commitment, competency of village fund management Officers, and utilization of information technology on accountability of village. *AFEBI Accounting Review*, 4(02), 94-105. <https://doi.org/10.47312/aar.v4i02.291>
- Ardiansyah, M. D., & Sriyono, S. (2021). The influence of competency, role of village apparatus and understanding of village fund management on village fund management accountability. *Indonesian Journal of Cultural and Community Development*, 10, 6-15. <https://doi.org/10.21070/ijccd2021759>
- Astin, A. W. (1984). Student involvement: A developmental theory for higher education. *Journal of College Student Personnel*, 25(4), 297–308.
- Aureliyah Putri, L. Z., & Kusuma, K. A. (2022). The effect of job satisfaction, organizational culture, and perceived organizational support on organizational citizenship behavior on employee in company. *Indonesian Journal of Law and Economics Review*, 18(1), 6-16. <https://doi.org/10.21070/ijler.v18i0.879>
- Barria-González, J., Postigo, Á., Pérez-Luco, R., Cuesta, M., & García-Cueto, E. (2021). Assessing organizational climate: Psychometric properties of the ECALS scale. *Anales de Psicología*, 37(1), 168-177. <https://doi.org/10.6018/analesps.417571>
- Bellou, V., & Dimou, M. (2021). The impact of destructive leadership on public servants' performance: The mediating role of leader-member exchange, perceived organizational support and job satisfaction. *International Journal of Public Administration*, 45(9), 697-707. <https://doi.org/10.1080/01900692.2020.1868509>
- Bosko, M. D., Asyik, N. F., & Ardini, L. (2023). The influence of financial reporting compliance, apparatus competency, and internal control systems on fraud prevention in village fund management (Study of village government in Sikka Regency). *Journal Of Economics, Finance And Management Studies*, 06(12), 5897- 5907. <https://doi.org/10.47191/jefms/v6-i12-16>
- Boyatzis, R.E. (2008). Competencies in the 21st century. *Journal of Management Development*, 27(1), 5-12. <https://doi.org/10.1108/02621710810840730>
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2013). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, 87(1), 138-157. <https://doi.org/10.1111/joop.12041>
- Choi, Y. (2020). A study of the influence of workplace ostracism on employees' performance: Moderating effect of perceived organizational support. *European Journal of Management and Business Economics*, 29(3), 333-345. <https://doi.org/10.1108/ejmbe-09-2019-0159>
- Claudia, M. (2018). The influence of perceived organizational support, job satisfaction and organizational commitment toward organizational citizenship behavior (A study of the permanent lecturers at University of Lambung Mangkurat, Banjarmasin). *Journal of Indonesian Economy and Business*, 33(1), 23-45. <https://doi.org/10.22146/jieb.17761>
- Corbeanu, A., & Iliescu, D. (2023). The link between work engagement and job performance. *Journal of Personnel Psychology*, 22(3), 111-122. <https://doi.org/10.1027/1866-5888/a000316>
- Crawford, W. T., & Detar, W. J. (2023). The relationship between job demands, job resources, employee burnout, and employee engagement in municipal government workers. *Journal of Service Science and Management*, 16(04), 428-447. <https://doi.org/10.4236/jssm.2023.164024>
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82(5), 812-820. <https://doi.org/10.1037/0021-9010.82.5.812>
- Eisenberger, R., & Stinglhamber, F. (2011). Antecedents of perceived organizational support. *Perceived organizational support: Fostering enthusiastic and productive employees*, 61-97. <https://doi.org/10.1037/12318-003>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Gillet, N., Gagné, M., Sauvagère, S., & Fouquereau, E. (2013). The role of supervisor autonomy support, organizational support, and autonomous and controlled motivation in predicting employees' satisfaction and turnover intentions. *European Journal of Work and Organizational Psychology*, 22(4), 450-460. <https://doi.org/10.1080/1359432x.2012.665228>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24. <https://doi.org/10.1108/ebv-11-2018-020>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2014). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hartanto, F., & Syamsir, S. (2022). The performance of village government apparatus in improving the quality of public services in Hamparan Rawang sub-district, Sungai Penuh city, Jambi province. *Jurnal Ilmiah Ilmu Administrasi Publik*, 12(2), 265-284. <https://doi.org/10.26858/jiap.v12i2.31422>

- Hasan, H. (2023). Effect of organizational culture on organizational learning, employee engagement, and employee performance: Study of banking employees in Indonesia. *Problems and Perspectives in Management*, 21(3), 471-482. [https://doi.org/10.21511/ppm.21\(3\).2023.38](https://doi.org/10.21511/ppm.21(3).2023.38)
- Juwita, R., & Murti, G. T. (2023). Influence of village apparatus competency and clarity of budget targets for accountability of village fund management. *International Journal of Entrepreneurship and Business Management*, 2(2), 124-137. <https://doi.org/10.54099/ijebm.v2i2.800>
- Khalil, M., Adam, M., & Adam. (2024). The effect of transformational leadership, organizational commitment, and organizational culture on employee performance with organizational citizenship behavior (Ocb) as a mediating variable: A study on civil service at B kpsdm pidie Regency and bkpsdm pidie Jaya Regency. *International Journal of Business Management and Economic Review*, 07(01), 113-127. <https://doi.org/10.35409/ijbmer.2024.3554>
- Koopmans, L., Bernaards, C., Hildebrandt, V., de Vet, H., & Van der Beek, A. J. (2014). Construct validity of the individual work performance questionnaire. *PsycEXTRA Dataset*. <https://doi.org/10.1037/e577572014-108>
- Kock, N. (2019). From composites to factors: Bridging the gap between PLS and covariance-based structural equation modeling. *Information Systems Journal*, 29(3), 674-706. <https://doi.org/10.1111/isj.12228>
- Kock, N. (2020). Multilevel analyses in PLS-SEM: An anchor-factorial with variation diffusion approach. *Data Analysis Perspectives Journal*, 1(2), 1-6.
- Kumala, F. (2023). The influence of job demand and work environment on employee performance. *Talent: Journal of Economics and Business*, 1(01), 1-6. <https://doi.org/10.59422/jeb.v1i01.187>
- Llanos-Contreras, O., Ibáñez, M. J., & Prado-Gascó, V. J. (2023). Job-demand and family business resources in pandemic context: How they influence burnout and job satisfaction. *Frontiers in Psychology*, 13(1061612), 1-10. <https://doi.org/10.3389/fpsyg.2022.1061612>
- Meyers, M. C., Adams, B. G., Sekaja, L., Buzea, C., Cazan, A., Gotea, M., Stefenel, D., & Van Woerkom, M. (2018). Perceived organizational support for the use of employees' strengths and employee well-being: A cross-country comparison. *Journal of Happiness Studies*, 20(6), 1825-1841. <https://doi.org/10.1007/s10902-018-0026-8>
- Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70(1), 149-171. <https://doi.org/10.1016/j.jvb.2006.09.002>
- Mulyadi, R. R., Qomariah, N., & Martini, N. N. (2023). The role of work culture, discipline and work motivation in improving employee performance. *Journal of Economics, Finance and Management Studies*, 06(10), 4980-4988. <https://doi.org/10.47191/jefms/v6-i10-30>
- Munandar, A. (2021). The influence of work environment and teacher competency through school climate toward teacher performance at all Islamic junior high school in Malang. *Journal of Economics, Finance And Management Studies*, 04(07), 896-903. <https://doi.org/10.47191/jefms/v4-i7-02>
- Murhaban, Indrayani, Nurhasanah, & Murtala. (2021). The influence of village apparatus competency and government internal control system on village apparatus performance in Lhokseumawe city. *International Journal of Academic Research in Business and Social Sciences*, 11(8), 1479-1488. <https://doi.org/10.6007/ijarbss/v11-i8/10859>
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183. <https://doi.org/10.30596/maneggio.v2i2.3667>
- Norawati, S., & Alkudri, A. (2023). Analysis of village official' competency, organizational commitment, and transparency towards accountability of village fund with mediation of management and the performance of the village government (Empirical study of village government in Kuok district. *eCo-Buss*, 6(1), 418-432. <https://doi.org/10.32877/eb.v6i1.1104>
- Nungchim, B. N., & Leihaothabam, J. K. (2022). Impact of organizational culture on the effectiveness of organizations: A case study of some service sector organizations in Manipur. *Jindal Journal of Business Research*, 11(1), 44-54. <https://doi.org/10.1177/22786821221082592>
- Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient Alpha and composite reliability. *Journal of Applied Psychology*, 98(1), 194-198. <https://doi.org/10.1037/a0030767>
- Pongantung, P. C., Elim, I., & Mawikere, L. M. (2022). The influence of the role of village apparatus, competency of village fund management apparatus and government internal control system on village fund management accountability (Study on villages in Kumelembuai district). *AFEBI Accounting Review*, 7(1), 50-64. <https://doi.org/10.47312/aar.v7i1.568>
- Preetha, M., & Murugesan, G. (2020). Impact of organizational culture towards the employee job satisfaction. *Journal of Advanced Research in Dynamical and Control Systems*, 12(SP7), 1570-1573. <https://doi.org/10.5373/jardcs/v12sp7/20202260>
- Razak, N. A., Ma'amor, H., & Hassan, N. (2016). Measuring reliability and validity instruments of work environment towards quality work life. *Procedia Economics and Finance*, 37, 520-528. [https://doi.org/10.1016/s2212-5671\(16\)30160-5](https://doi.org/10.1016/s2212-5671(16)30160-5)
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23(October 2014), 717-725. [https://doi.org/10.1016/s2212-5671\(15\)00524-9](https://doi.org/10.1016/s2212-5671(15)00524-9)
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635. <https://doi.org/10.5465/amj.2010.51468988>
- Sakirun, M. A., & Dousin, O. (2022). Conceptualizing the relationship between stress, job satisfaction and job performance using the job demand control support theory: The case of firefighters in Malaysia. *International Journal of Human Resource Studies*, 12(1), 1-14. <https://doi.org/10.5296/ijhrs.v12i1.19179>

Crucial Factors to Boost Village Officer Performance: Does It Work?

- Santoso, L., Suprihati, S., & Ningsih, S. (2022). The effect of village apparatus competency, internal control system, and organizational commitments on village fund management accountability (Case research in Banyudono district). *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 6(3), 1233-1243. <https://doi.org/10.29040/ijebar.v6i3.6236>
- Savage, A. (2023). Relationship between coping, trauma, job demand, job resources, and burnout for social workers during the COVID-19 pandemic. *Advances in Social Sciences Research Journal*, 10(1), 497-509. <https://doi.org/10.14738/assrj.101.13868>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315. <https://doi.org/10.1002/job.248>
- Silalahi, E., & Sembiring, H. S. (2020). The influence of empowerment, interpersonal communication and job involvement toward employee performance through work motivation. *Sosiohumaniora*, 22(2), 190-197. <https://doi.org/10.24198/sosiohumaniora.v22i2.26146>
- Solikhah, M., & Hossain, M. J. (2024). Analysis of the effect of apparatus competency, organizational commitment, community participation, utilization of information technology and transparency on accountability of village fund management. *Journal Research of Social Science, Economics, and Management*, 3(7), 1627-1632. <https://doi.org/10.59141/jrssem.v3i7.632>
- Suartina, T. (2020). Between control and empowerment: Local government and acknowledgement of Adat villages in Indonesia. *Indonesia Law Review*, 10(3), 340-359. <https://doi.org/10.15742/ilrev.v10n3.679>
- Suciningtyas, S., & Suropto, S. (2021). Role of apparatus competency, organizational commitment, community participation, technology use, and transparency in fund management. *Indonesian Journal of Multidisciplinary Science*, 1(3), 248-260. <https://doi.org/10.55324/ijoms.v1i3.40>
- Thuy, N. T., & Phinaitrup, B. (2021). The effect of public service motivation on job performance of public servants in Vietnam: The role of mediation of job satisfaction and person-organization fit. *International Journal of Public Administration*, 46(5), 326-343. <https://doi.org/10.1080/01900692.2021.1995747>
- Weichmeier, S., & Abhy, M. (2009). *Manajemen Sumber Daya Manusia*. PT. Elexmedia Komputindo. Jakarta
- Yulianto, A. (2020). The effects of village apparatus competency, leadership and accessibility of village fund reports on accountability of village fund management with internal control systems as moderating variables. *Journal of Advanced Research in Dynamical and Control Systems*, 12(3), 713-719. <https://doi.org/10.5373/jardcs/v12i3/20201938>
- Yusrina, Y. (2022). Contribution of organizational climate, emotional intelligence and professional competency to teacher work effectiveness. *Indonesian Journal of Education (INJOE)*, 2(1), 67-76. <https://doi.org/10.54443/injoe.v2i1.12>