

## The Effect of Individual Capability and Organizational Culture on The Performance of Village Heads in Sumedang Regency

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### **Abstract**

*The goal of the research is to know the effect of individual capability and organizational culture on the performance of the village heads in Sumedang Regency. This research is conducted using a quantitative research approach. Observations are made on a cross section/one shot time coverage. The unit of analysis in this study is the village heads in Sumedang Regency, West Java. The population in this study are all the head villages in Sumedang Regency, totaling 270 villages and 7 urban villages. The data analysis uses Structural Equation Modeling based on Partial Least Square (SEM PLS). The results of the study reveal that individual capability and organizational culture have positive and significant impacts on the performance of village heads in Sumedang Regency. Individual capability has a greater influence than organizational culture. It can be concluded that the performance of the village head will increase if there is an increase in individual capability and the implementation of a more supportive organizational culture. The results of this study provide managerial implications for villages in Sumedang Regency that efforts to increase individual capability and implementation of organizational culture are needed to support the improvement of village head performance.*

**Keywords:** Individual Capability, Organizational Culture, Village Head Performance

### **INTRODUCTION**

Sumedang is one of the regencies in West Java with an area of 153,124 hectares and is inhabited by nearly one million people. Sumedang has many potential natural resources in the tourism sector, coupled with the peculiarities of food, traditional crafts, as well as the potential for livestock, forestry, and agriculture.

The Ministry of Villages determines village criteria based on measurements of the Village Building Index, which is a Composite Index formed by three indices, namely the Social Resilience Index, the Economic Resilience Index, and the Ecological/Environmental Resilience Index. The social resilience index includes indicators: education, health, social capital, and housing. The economic resilience index is assessed by indicators: diversity of community production, access to trade and market centers, access to logistics, access to banking and credit, and regional openness. The Ecological/Environmental Resilience Index includes indicators: environmental quality, natural disasters, and disaster response. Based on the index, there are five village criteria, namely: independent villages, developed villages, developing villages, underdeveloped villages, and very underdeveloped villages.

Based on data from the Sumedang Regency Village and Community Empowerment Service (2021), most villages in Sumedang Regency have the status of developing villages (136 villages). There are 103 developed villages, and 31 independent villages, and there are no villages classified as underdeveloped or very underdeveloped. This condition illustrates that there are still many villages that need to be improved so that their performance increases so that their status also increases from developing villages to developed villages or even independent villages. The population growth rate of the villages in Sumedang is seen in the following data.

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Vilages	Residents (In thousand)	Population Growth Rate
(001) Sukajaya	6661	1.178
(002) Margamekar	4265	1.113
(003) Cipancar	2882	0.398
(004) Citengah	1569	1.314
(007) Gunasari	5899	1.127
(008) Baginda	4508	0.54
(009) Sukagalih	3034	0.811
(010) Cipameungpeuk	6428	0.919
(011) Regol Wetan	7238	-0.921
(012) Kota Kulon	11661	0.324
(013) Pasanggrahan Baru	11920	0.598
(014) Ciherang	5642	-0.292
(015) Mekar Rahayu	3534	1.352

(Source: Statistic Center Bureau of Sumedang)

The status of the village is related to the role of the village head as the head of the village government. The village head who is the leader of a government organization that is directly related to the community, needs to be assessed for his performance to see how far his duties to serve the community have run optimally or not. Likewise the implementation of various programs that have been proclaimed, conceptually, according to Campbell (1993) in Bin Shmailan (2015), performance is identical with behavior which is something that is actually done and can be observed. Regarding the performance of the village head, Putra, Ismail, Aslinda (2019) referring to Veithzal Rivai, the performance of the village head can be assessed from a number of indicators, namely the ability to: make plans, carry out development, and conduct evaluations.

Based on observations in Sumedang, until now, there have been several complaints from community regarding inadequate physical conditions, such as environmental roads that have holes and do not meet standards. In addition, the existing facilities and infrastructure have not fully supported the implementation of village governance. The community is also less involved in planning, implementing, or supervising village development. This is an indication that the performance of the village head still needs to be improved.

A number of studies have examined the aspects that affect performance. Sumarsih & Wahyudi (2009) found that organizational culture and work motivation had a significant effect on the performance of village officials. In addition, Raheni & Putri (2019) shows the positive influence of good governance and organizational culture on the performance of village government officials in Denpasar City. Based on these two studies, it is alleged that organizational culture has a role in improving the performance of village heads. Culture includes the following aspects: artifacts, espoused values, and basic underlying assumptions. (Schein, 2004).

Based on the results of observations in a number of villages in Sumedang Regency, an indication of the phenomenon of problems related to village culture was obtained. For example, there are still village employees who are not good at work or in serving the community. The values held by the organization have not been manifested in carrying out daily tasks.

In addition, the research also mentions that there are other aspects that play a role in improving performance. Ugheoke, Isa, Noor (2014) and Karami, Sahebalzamani, Sarabi (2015) show the influence of aspects of individual capabilities on organizational performance. Employee capability is one of the most important measures influencing company performance and has been shown to reflect employees' perceptions of knowledge, skills, experience, network, ability to achieve results, and room for growth potential (Bontis & Serenko, 2007).

However, the observations show that there are problems in terms of individual capabilities in village organizations. Village officials are still less flexible in carrying out their duties and in meeting the demands of the people who are still fixated on bureaucratic rules. For example in the distribution of subsidies from the central and local governments. There are still subsidies that are not right on target. This is related to community data that has not been updated. This also shows that they lack innovation in solving administrative problems. This condition is also related to the low commitment of employees in carrying out their duties. As a matter of

fact, the village leader is the most important factor who determines the village growth and the enhancing village potential (Khairul, Rachman, et.al., 2022).

Apart from that according to the Directorate General of Fiscal Balance (DJPK) of the Ministry of Finance of the Republic of Indonesia with the legal basis from Presidential Regulation Number 57 of 2020 concerning the Ministry of Finance, the fund from the central government is mostly used for the physical development only. Below is the related data.

Uses of Village Fund	Usage Percentage
Infrastructure development activities	83.9%
Village community economic empowerment activities	6.5%
Governance activities and government administration financing	5.7%
Community social activities	3.8%
Others	0.1%

(Source: Directorate General of Fiscal Balance)

Based on this background, this study aims to examine the effect of individual capability and organizational culture on the performance of village heads in Sumedang Regency.

## LITERATURE REVIEW

### Individual Capability

Employee capabilities are part of human capital which is usually obtained through training which is continuously supported, sharpened, and used. Employee capabilities are conceptualized not only as measurable patterns of knowledge and skills, but also abilities, behaviors, and other characteristics that distinguish high performance from average performance (Baba, 2017). Employee capabilities reflect employee perceptions of knowledge, skills, experience, network, ability to achieve results, and room for growth potential (Bontis & Serenko, 2007).

Based on Maley's opinion (2018), individual capabilities are formed by four aspects, namely: flexibility, learning capabilities, absorptive capability, and employee attitude & commitment. These four aspects are the key to the quality of individual capabilities in general. Flexibility: Flexibility at the employee level can enhance a company's strategic choices in a volatile environment allowing employees to identify the right strategy to meet the demands of economic turbulence. Learning capabilities: based on the RBV, which is arguably one of the most influential frameworks for understanding capabilities, how competitive advantage is in a company's performance, and how excellence can be sustained over time. Absorptive capacity: the fundamental premise of absorptive capacity is that firms will be more flexible and innovative in the marketplace through the acquisition and application of external knowledge. Employee attitude and commitment: the perspective of mutual benefit sees that employees (in terms of employee attitudes) and employers (in terms of organizational performance) both benefit from HR. Commitment is described as affective and continuity. Affective commitment shows emotional attachment to the company, while continuity commitment refers to years of service in the organization.

Based on the comparison of the concepts above, and adjusted to the conditions of the research analysis unit, the individual capabilities in this study were measured by dimensions that refer to Maley's opinion (2018) which include: flexibility, learning capabilities, absorptive capacity, and employee attitude and commitment.

### Organizational Culture

In organizational analysis, culture describes the influence and interaction between employees and between employees and certain institutions, organizations or services where they work (Belias & Koustelios, 2014). Organizational culture or corporate culture according to Schermerhorn et al. (2002) is a system of actions, values, and beliefs of members of an organization that guides behavior for its members.

According to Schein (2004), culture consists of artifacts, espoused values, and basic underlying assumptions. The term artifacts refers to visible physical dimensions such as organizational structures, work processes, relationships, and buildings, work spaces, and other objects that are considered important. Espoused values refers to the underlying values that are stated explicitly, such as the organization's strategy, goals, philosophy, and policy foundations. Basic underlying assumptions are various beliefs, perceptions, thoughts, and feelings, which are not realized and accepted as truth and are ultimately used as the final source of values and actions so that there is no need to question them.

According to Gibson et al. (2005), organizational culture includes: (1) symbols, language, ideology, rituals and myths; (2) Organizational rules derived from the personal rules of the organization's founder or dominant leader; and (3) past results on the basis of symbols, summaries of behavior, and behavioral products. Based on the description above, the dimensions of organizational culture variables refer to the opinion of Gibson et al. (2005) which consists of: organizational rules, symbols, language, ideology, and past results.

### **Village Head Performance**

Gyamfi (2015) distinguishes performance over role (or task) performance and extra-role (or contextual) performance. Task performance is performance related to individual roles assigned to employees and is part of the job description. Extra-role performance or contextual performance is related to employee activities in supporting or collaborating with other employees in the same organization to help improve overall organizational performance.

Inuwa (2016) measures employee performance based on the dimensions: organizational goals, employee goals, performance development, and employee satisfaction. Achmad (2015) in Ndruru & Halawa (2015) uses SMART criteria as a guide in preparing Key Performance Indicators (KPIs) which include: specific, measurable, achievable, relevant, and timely.

Regarding the performance of the village head, Putra, Ismail, Aslinda (2019) referring to Veithzal Rivai, conducted research on the performance of the village head based on a number of indicators, namely: the ability to make plans, the ability to carry out development, and the ability to evaluate.

In this study, the performance of the village head was measured by dimensions referring to Putra, Ismail, Aslinda (2019) which consisted of: the ability to make plans, the ability to carry out development, and the ability to evaluate. The research that has been done by World Bank Group in November 2020 found that village heads rely on a combination of easily observable household characteristics, forming a holistic impression of household welfare, rather than specific indicators like actual land ownership, nutrition, or economic shocks (Ervin Dervisevic, et.al., 2020).

### **Hypothesis Development**

Gyamfi (2015) found a significant and positive relationship between motivation and employee performance. Setianingdyah, Kertahadi, Thoyib (2013) found a significant effect of organizational commitment, transactional leadership and employee discipline on employee performance. Prasetya (2018) examines the factors that affect employee performance, namely: employee abilities, work experience, work motivation, leadership, communication, organizational climate. Among these factors, it was found that the ability of employees to have the strongest influence on employee performance. Based on the results of these studies, hypothesis 1:

H<sub>1</sub>: individual capability affects the performance of village heads.

Risnawan & Juliarso (2020) concluded that the village government's work process needs to be supported by a good organizational culture. The village head plays an important role in paying attention to indicators of organizational culture so as to create work conduciveness in village government. In addition, Kawiana et al. (2018) also found that organizational culture and employee satisfaction significantly affect employee performance. Sumarsih & Wahyudi (2009) found that organizational culture with work motivation had a significant effect on the performance of village officials. Raheni & Putri (2019) shows the positive influence of Good Governance and Organizational Culture on the Performance of the Village Government officials.

Based on the results of these studies, the following hypothesis is formulated:

H2: organizational culture affects the performance of village heads

## **METHODOLOGY**

The research was conducted using a quantitative research approach. Based on the research objectives, the quantitative research method used is causality research. Observations were made on a cross section/one shot time horizon, namely in 2022. The unit of analysis in this study was the village head in Sumedang Regency, West Java, and the unit of observation was the village head. The population in this study were all villages in Sumedang Regency, totaling 270 villages and 7 urban villages. In this study, data were obtained from 50 respondents. Causality research is used to obtain evidence of a causal relationship between variables. This analysis technique uses Structural Equation Modeling based on Partial Least Square (PLS SEM) whose function is to calculate the exogenous variables's effect on the endogenous variable using the reflective indicators (Narimawawati, Umi & Sarwono, Jonathan, 2023).

## **RESULTS AND DISCUSSION**

### **Research Result**

SEM PLS path models are formally defined by two sets of linear equations: the inner model and the outer model. The inner model specifies the relations between unobserved or latent variables, while the outer model specifies the relations between a latent variable and its observed indicators or manifest variables.

Therefore, the structural model framework in this study is as follows:

$$\text{PERFORMANCE} = 0.526* \text{IC} + 0.281* \text{OC}, \text{ R}^2 = 0.574$$

According to Tenenhaus et al. (2004) GoF values are used to validate the overall SEM PLS pathway model, where Good of Fitness is used to validate between measurement and structural models with values 0 - 0.25 (small), 0.25-0.36 (medium) and > 0.36 (big). Meanwhile, according to Chin (1998) the R-Square value is 0.67 strong, 0.33 moderate and 0.19 weak. Prediction Relevance (Q-Square) is a test to determine predictive ability with blindfold procedures. If the Q-Square value is 0.35 (large), 0.15 (medium) and 0.02 (small). The calculation results determine that the R-square value for the Village Head Performance determination on endogenous constructs is 0.574 (strong > 0.33) and the GOF was 0.688 is in the large category and the Q-Square is 0.480 large and the model fit.

Figure 1 the estimation result processed with SmartPLS, the constructs' reliability and validity were verified using composite reliability (CR), factor loadings, and average variance extracted (AVE). Criteria called reliability and validity have to be achieved in measurement model before evaluating Inner model. Internal reliability and composite reliability commonly employed to evaluate construct reliability. However, convergent validity achieved through Average Variance Extracted and factor loadings. with expected value >0.50 Item have factor loadings exceeded 0.6 and latent variables presented CR values exceeding 0.70. The AVE of all factors exceeded 0.50 indicating an adequate convergent validity. All values exceeded those recommended by Hair et al. (2016), demonstrating adequate reliability.

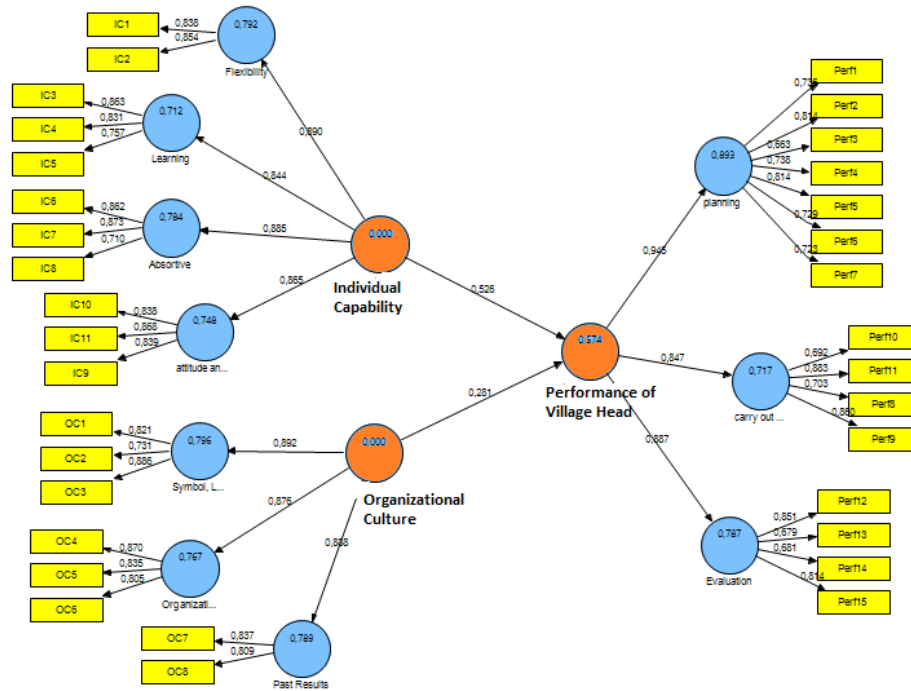


Figure 1. The Path Coefficient and R<sup>2</sup> Values

The value of R<sup>2</sup> is as much as 0.574 (57.4%). This value means that the effect of Individual Capability and Organizational Culture on Performance simultaneously is as much as 57.4 % which falls into strong effect category.

### Hypothesis Testing

The hypothesis testing will be carried out using the following values. The value of path coefficient from the Individual Capability variable towards Performance of the Village Head variable is 0.526 with the p value is as much as 0.000. The value of path coefficient from the Organization Culture variable towards Performance of the Village Head variable is 0.281 with the p value is as much as 0.015.

Table 1. Path Coefficient, t, p, R<sup>2</sup> Values

No	Structural Model	Path Coeff.	p value
1	Individual Capability -> Performance of Village Head	0.526	0.000
2	Organizational Culture -> Performance of Village Head	0.281	0.015

### First Hypothesis: Individual Capability and Performance of Village Head

H0: Individual Capability does not affect significantly on Performance of Village Head partially

H1: Individual Capability affects significantly on Performance of Village Head partially

Criteria of Hypothesis Testing:

When the probability value < 0.05 then reject H0 and accept H1

When the probability value > 0.05 then accept H0 and reject H1

Based on the output in table 1 above the value of probability from Individual Capability variable on Performance of Village Head is as much as 0.000 which is less than 0.05; accordingly, reject H0 and accept H1. Thus Individual Capability affects significantly on Performance of Village Head partially. The amount of effect

is as much as 0.526 meaning that when the Individual Capability variable increases in one unit, the value of Performance variable increases as much as 0.526.

### **Second Hypothesis: Organization Culture and Performance of Village Head**

H0: Organization Culture does not affect significantly on Performance of Village Head partially

H1: Organization Culture affects significantly on Performance of Village Head partially

Criteria of Hypothesis Testing:

When the probability value  $< 0.05$  then reject H0 and accept H1

When the probability value  $> 0.05$  then accept H0 and reject H1

Based on the output in table 1 above the value of probability from Organization Culture variable on Performance of Village Head is as much as 0.015 which is less than 0.05; accordingly, reject H0 and accept H1. Thus Organization Culture affects significantly on Performance of Village Head partially. The amount of effect is as much as 0.281 meaning that when the Organization Culture variable increases in one unit, the value of Performance variable increases as much as 0.281.

## **DISCUSSION**

From the research results, the writer finds the following matters:

First, the effect of the Individual Capability and Organization Culture variables on Performance of Village Head simultaneously falls into strong category. The importance of organization relating to the accountability of the village head in managing the village fund is important (LMS Kristiyanti, 2021). That is why the organization culture plays an important role on the village heads in leading their villages. Individual capability of the village head relates to their administrative capability in managing the village fund which is one of the indicators of the village heads performance in leading their villages (Jul Indra & Koirunurofik, 2022). Moreover the performance of the village heads is important in creating the village good governance (A Tahar & MA Abdilah, 2021). In 2023 in order to enhance the village heads of Sumedang regency, the local government conducts a workshop on increasing the capacity of the village heads in leading the villages in which as much as 270 village leaders have participated (Sumedang Regency Government, 2023).

Second, Individual Capability affects significantly on Performance of Village Head partially

The results of testing the hypothesis are in line with the results of research by Gyamfi (2015), Setianingdyah, Kertahadi, Thoyib (2013), and Prasetya (2018) that individual capability affects employee performance. The individual capability of the village heads contributes an important role in developing the economic growth in their village (Baddarudin, et.al., 2020). Individual capability of the village heads have been proved to be able to be used in improving farmers' well being (Di Liu et.al., 2022).

Third, Organization Culture affects significantly on Performance of Village Head partially. The results of hypothesis testing are also in line with the results of the study: Risnawan & Juliarso (2020) Kawiana et al. (2018), Sumarsih & Wahyudi (2009), and Raheni & Putri (2019) which show the positive influence of organizational culture on employee performance. Furthermore, organization culture has been proved to give significant contribution to the accountability of the village fund management (Moh Ubaidillah & Mahesti Cahayuni, 2022). The next research shows the findings that organization affect significantly on performance among the village credit institution (Ni Made Satya Utami & Yenny Verawaty, 2019).

In relation to that, the managerial implications for villages in Sumedang Regency are that efforts to increase village heads can be carried out through efforts to increase individual capability and implement a supportive organizational culture. Individual capabilities are more dominantly built by flexibility, followed by absorptive capacity, attitude and commitment, and learning capabilities. While organizational culture dominantly built by symbol, language, ideology, followed by past results, and organizational rules. These results can be used as a reference for developing individual capability and organizational culture in village organizations which are

expected to be a driving force for increasing village head performance so that it has an impact on improving village status and community welfare in general.

## **CONCLUSIONS AND RECOMMENDATIONS**

The results of hypothesis testing indicate that individual capability and organizational culture have a positive and significant influence on the performance of village heads in Sumedang Regency. Individual capability has a greater influence than organizational culture in improving the performance of village heads. It can be concluded that the performance of the village head will increase if there is an increase in individual capability and the implementation of a more supportive organizational culture.

The results of this study provide managerial implications for villages in Sumedang Regency that efforts to increase individual capabilities and implementation of organizational culture are needed to support the improvement of village head performance. Individual capabilities need to be built and developed in terms of flexibility, followed by absorptive capacity, attitude and commitment, and learning capabilities. Meanwhile, organizational culture needs to be built and developed in terms of understanding and implementing the values contained in symbol, language, ideology, past results, and organizational rules.

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