

VILLAGE APPARATUS PERFORMANCE: THE ROLE OF CULTURE, ORGANIZATION SUPPORT AND JOB SATISFACTION?

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Abstract

The performance of village officials has always been a focal point for various parties because the foundation of urban and national progress lies in rural development. However, the performance of village officials in Indonesia is still not optimal. This study aims to investigate the roles of job satisfaction, organizational culture, and perceived organizational support as mediators and moderators in the relationship between competence and performance. The research involved 368 village officials across 19 regencies in West Java province, selected using the inverse root square method. Data collection was conducted through questionnaire distribution using area random sampling methods. Data analysis was performed using Warp PLS method. The findings indicate that job satisfaction successfully mediates the relationship between competence and performance. Organizational culture and perceived organizational support significantly moderate the influence of competence on performance. Village government bodies, village community empowerment agencies, and the Ministry of Villages need to formulate policies that support improving job satisfaction, foster a healthy organizational culture, and provide facilitative support, both in infrastructure and in developing hard and soft skills for village officials.

Keywords: Competence, Job Satisfaction, Organizational Culture, Perceived Organizational Support, Performance



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INTRODUCTION

Currently, village governance receives significant attention in the Republic of Indonesia. This is because the government allocates the Village Fund Allocation from the regional budgets of districts or provinces, as well as village funds sourced from the Ministry of Villages (Syapsan, 2020). With an annual allocation exceeding 1 billion, they face significant challenges related to fund management to prevent misuse by village officials or heads (Kusuma, 2020; Amaliah, 2022). One pressing issue is the enhancement of village officials' competencies to improve their currently perceived low performance (Widyawati & Anggraini, 2023). The poor performance of village government officials is evident in

widespread public complaints about service quality, such as delays and unauthorized fees in handling civil registration, land permits, and birth certificates, with over 70% of complaints stemming from these issues (Phoek et al., 2024). Juwita and Murti (2023) emphasize that competencies are crucial as they reflect individuals' capabilities in performing their duties, encompassing knowledge, skills, abilities, and personal attributes influencing performance and behavior (Apriana et al., 2020; Suwarni, 2021; Yohanie et al., 2023; Fitriana & Waswa, 2024; Zakiyah, Boonma, & Collado, 2024). Pongantung et al. (2022) further assert that higher competency levels correlate with better performance, underscoring the need for continuous competency improvement to ensure effective task execution (Yulianto, 2020).

Research on village officials' performance is particularly intriguing due to Indonesia's unique village governance structure (Suratman, 2022). Recent studies by Bosko et al. (2023) and Wahyudi et al. (2021) highlight that deficiencies in village officials' competencies adversely affect their suboptimal performance. However, findings on the influence of competencies on performance are inconsistent. According to the Theory of Action and Job Performance by Boyantiz (2008), while competencies are pivotal determinants of performance, other factors can either strengthen or weaken this relationship. Consistent with this theory, research by Sujana et al. (2020) and Cahyani et al. (2022) found a significant positive impact of village officials' competencies on their performance. Conversely, studies by Mahdani and Ilhamsyah (2023) and Norawati and Alkudri (2023) reported weaker effects. These varying coefficients across studies present opportunities to identify factors that can enhance or diminish this relationship, crucial for enhancing village officials' effectiveness through targeted competency strengthening.

Factors influencing village officials' performance include their competencies, organizational culture, perceived organizational support, and job satisfaction. A strong organizational culture plays a critical role in influencing performance, often more significantly than other factors such as organizational roles and support, as well as job satisfaction (Mubarok, 2019; Riyanto et al., 2021; Syahrudin et al., 2022; Socrates et al., 2023; Nirmala, Zurweni, & Hamidah, 2024). Perceived organizational support also fosters optimal performance, as employees feeling supported by the organization tend to be more satisfied with their work (Karaalioglu & Karabulut, 2019; Raj Sharma & Biswakarma, 2020; Habibi, Jiyane, & Ozsen, 2023; Sari, Omeiza, & Mwakifuna, 2023). Job satisfaction is also pivotal in performance enhancement, as it directly influences employees' satisfaction, particularly among village officials (Syahrudin et al., 2022; Saputro et al., 2023). This study identifies gaps in the literature and provides two main contributions. Firstly, it offers theoretical insights into the moderating effects of organizational culture, perceived organizational support, and job satisfaction in either reinforcing or weakening determinants of village officials' performance. Secondly, it provides practical recommendations for enhancing village officials' performance through effective policy initiatives and programs.

LITERATURE REVIEW

Competence is the ability possessed by individuals encompassing various aspects such as knowledge, skills, attitudes, and behaviors in accordance with existing regulations. The combination of these three aspects forms competence, which can then be applied to ensure the functioning of an institution or organization (Widyawati & Anggraini, 2023). In line with this, village officials who exhibit competence in their respective fields are likely to achieve work outcomes that align with their initial objectives compared to those lacking competence. Cahyani et al. (2022) also assert that the performance of village officials will be good if supported by competence relevant to their workload, enabling optimal completion of tasks. Sujana et al. (2020) found that competence among village officials has driven their performance, yet an increase in competence should be accompanied by improved compensation. Research by Amaliah (2022) and Apriana et al. (2020) indicates a positive relationship between competence among village officials and their performance. Thus, it can be concluded that village officials with higher competence tend to perform better, whereas those with lower competence exhibit poorer performance. Therefore, the following hypotheses can be formulated. H1: Job competence has a positive and significant impact on the performance of village officials.

The active role of leadership within an institution can shape job satisfaction. Job satisfaction is a condition that directly or indirectly, consciously or unconsciously, impacts individuals (Nurperinayati, 2021). Job satisfaction contributes to the sustainability of an institution or organization and helps in adapting the development processes of individuals, teams, and all stakeholders within the institution

(Riyanto et al., 2021). The positive emotions arising from the assessment of one's job and work experiences are also referred to as job satisfaction (Permana et al., 2021). Job satisfaction influences organizational citizenship behavior, consistent with the hypothesis stating that the higher the job satisfaction of employees, the better their behavior. Satisfied employees are more likely to speak positively about the organization; they are more sensitive to helping colleagues and are more aligned with task decisions (Vizano et al., 2021). Conversely, dissatisfied employees are reluctant to accept organizational goals and values (Wu et al., 2019).

Employee job satisfaction significantly determines both forms of perceived justice. This relates to employees' attitudes toward various aspects of their jobs (Tahu et al., 2023). Job satisfaction is typically studied comprehensively, both in examining overall job satisfaction and exploring specific task aspects (Dewi et al., 2023). Job satisfaction also reflects employees' perceptions of their jobs and the roles assigned to them, making it a mediator for employees with high competence (Otaki & Rahdarpour, 2023). Job satisfaction can even predict organizational outcomes at the organizational level, including productivity, turnover and absenteeism rates, service quality, customer satisfaction, and financial performance (Darmawan & Wibawa, 2021). Therefore, job satisfaction is crucial for predicting performance by demonstrating a new relationship between the two while controlling for individual differences and strengthening the impact of competence on performance. Based on this reasoning, the hypotheses can be formulated as follows:

H2: Competence has a positive and significant impact on job satisfaction.

H3: Job satisfaction has a positive and significant impact on the performance of village officials.

H4: Job satisfaction significantly mediates the relationship between job competence and the performance of village officials.

Strong organizational culture significantly influences individuals and performance, even in competitive environments, surpassing factors such as organizational structure, financial analysis tools, and leadership (Putra & Nasution, 2024). A good organizational culture enhances the performance of village officials by maximizing their abilities to seize opportunities provided by the institution. To achieve a suitable organizational culture within an institution, support and participation from all members are necessary. This helps shape perceptions consistent with the characteristics of organizational culture, such as innovation, care, results orientation, leader behavior, and team orientation within the institution (Azmy & Wiadi, 2023).

Wahjoedi (2021) demonstrates that organizational culture functions as a form of social control that can influence employee decisions and behaviors. Additionally, organizational culture acts as a social glue that unites people and makes organization members feel part of the organizational experience. Rantesalu et al. (2017) state that organizational culture can become an organizational lifestyle that changes with the age of employees. Mariana (2022) and Sudaryana (2021) found a positive and significant influence of organizational culture on the performance of village officials. Improving organizational culture encourages members to actively participate and provide their best contributions (Siagian & Jahja, 2024). Overall, a strong organizational culture not only enhances individual performance but also strengthens organizational performance as a whole (Iskandar et al., 2024). With proper support, a good organizational culture can guide all members to work more effectively and efficiently, creating a conducive and productive work environment. Therefore, the hypotheses can be formulated as follows:

H5: Organizational culture has a positive and significant impact on the performance of village officials.

H6: Organizational culture significantly strengthens the relationship between job competence and the performance of village officials.

Perceived organizational support (POS) refers to the extent to which an organization values contributions and cares for the well-being of its employees (Kurniawan, 2022). Organizations that provide support are committed to their employees (Desta et al., 2022). According to organizational support theory, high Perceived Organizational Support (POS) tends to enhance job attitudes and produce effective work behaviors for two main reasons. First, these benefits stem from a social exchange process where employees evaluate chosen actions and conclude that they receive support (Dewi et al., 2023). As a result, they are inclined to reciprocate such favorable treatment with higher commitment and greater effort (Eisenberger et al., 1997). Moreover, when organizations provide

training, resources, and adequate support from management, their members are more likely to strive for organizational success and contribute more effectively to achieving those goals (Efe et al., 2018).

Employees who perceive high support from their organization tend to exhibit better performance compared to those who do not perceive it (Utami, 2022). However, Purwanti (2020) examined the relationship between POS and job performance using structural equation modeling. In both studies, the path coefficients between POS and job performance were not significant. The presence of collectivism support has a significant influence on the dynamics linking workplace support with performance. Thus, the following hypotheses can be formulated:

H7: POS has a positive and significant impact on the performance of village officials.

H8: POS significantly strengthens the relationship between job competence and the performance of village officials.

Based on the framework presented earlier, the relationships among the variables of village officials' performance, job competence, organizational culture, job satisfaction, and perceived organizational support can be illustrated as follows figure 1.

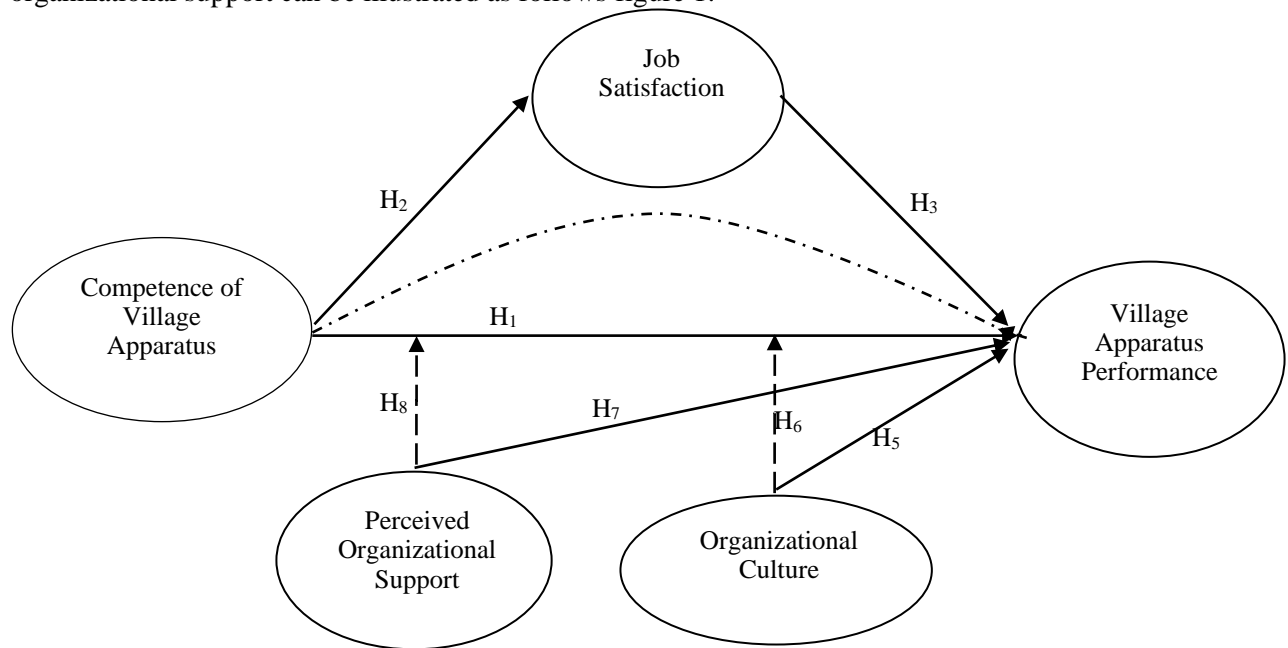


Figure 1. The research model.

RESEARCH METHOD

The unit of analysis in this study is village officials actively involved in carrying out governance tasks across various regions in Indonesia. They are considered the main drivers of rural development, playing roles in various dimensions such as economic, social, and environmental aspects. The study began with the questionnaire design phase, where we sought validated scales to achieve the research objectives. Optimization was conducted on language and question sequence based on input from two experts experienced in village governance studies, as well as village leaders and other stakeholders. Prior to the main survey, a pre-survey was conducted with 30 respondents, which was then tested and revised based on received feedback. Following this pilot testing phase, the final questionnaire was revised and pilot tested again.

The sample size was calculated using the Slovin's formula from the total population of village officials in Indonesia, with a 1% margin of error, resulting in a sample of 1108 respondents. The questionnaire was then distributed online through 368 Village Community Empowerment Agencies in 29 districts in Central Java Province. The response rate reached 100%, and the collected data were analyzed before conducting comprehensive data analysis.

Performance measurement of village officials was adapted from (Koopmans et al., 2014; Thy and Phinaitrup, 2021) with a total of 14 items measuring two main dimensions: task performance consisting of 6 items and contextual performance consisting of 12 items. Measurement of job competence of village officials was adapted from Career Competencies measured by a 21-item CCQ

(Akkermans et al., 2013) with six main dimensions: motivation, self-profile, job exploration and quality reflection, networking, and career control.

To measure Organizational Culture, we adapted measurements from (Nungchim & Leihaothabam, 2022), which includes four domains of organizational culture: involvement, consistency, adaptability, and mission; with a total of 12 items measured. Job Satisfaction Survey was measured as a job satisfaction scale developed by Spector (1985) and Damija et al. (2018), referencing human service organizations (public and private). This survey consists of nine factors: satisfaction with pay, co-workers, promotion, operational procedures, benefits, supervision, contingent rewards, job nature, and communication satisfaction, totaling 36 statements. To measure Perceived Organizational Support, we adapted measurements from Eisenberger et al. (1997) using an eight-item scale, where village officials were asked to assess the extent to which they perceive organizational support.

The initial step in data analysis began with preliminary testing, where validity was tested using correlation analysis of the revised total items, and questionnaire reliability was evaluated by calculating Cronbach's alpha coefficient. Subsequently, we proceeded to inferential statistical analysis using the WARP PLS-SEM moderation method, which included: (a) path diagram construction or model conceptualization; (b) external model testing; (c) internal model testing with linear resampling techniques; (d) testing the significance of the moderated structural model using T-statistics with orthogonal method (Kock, 2019); and (e) interpretation of research findings.

RESULTS AND DISCUSSION

Description of Respondents

The characteristics of respondents in this study are differentiated based on their positions, gender, highest education level, and length of service. In terms of gender, 66% of respondents are male and 34% are female, indicating a male-dominated presence among village officials. The age of respondents is predominantly above 50 years old, which impacts the suboptimal performance since the majority of village officials are elderly. Based on the highest education level, 34% of respondents have completed high school education, indicating that formal education at this level is still the most common among village officials. In terms of length of service, 46% of respondents have worked for more than 20 years, showing that village officials are predominantly older workers with long years of service.

Table 1. Respondent characterization

Variables	Categories	N	%
Gender	Female	156	34%
	Male	330	66%
Age groups	20–35 years	73	17%
	36–50 years	170	37%
	> 50 years	243	48%
Education	Primary education	112	21%
	Secondary education	141	27%
	High school	146	34%
	University degree	29	18%
Length of Working	< 10 years	59	16%
	10 – 20 years	147	39%
	> 20 years	166	46%

Convergence and Internal Consistency Analysis

The measurement model evaluates the contribution of each item in representing its related construct and measures how well the combined items reflect that construct (Hair et al., 2019). Evaluation of the measurement model is conducted by determining the reliability and validity of measurements, which include individual item reliability, internal consistency reliability, convergent validity, and discriminant validity (Hair et al., 2019; Henseler et al., 2014). The internal consistency reliability of a construct can be assessed using Cronbach's alpha (CA), composite reliability (CR), Dijkstra's PLSc reliability, and True composite reliability (Peterson & Kim, 2013). In this study, the

cutoff values for Cronbach's alpha (CA), composite reliability (CR), Dijkstra's PLSc reliability, and True composite reliability follow the recommendations of Hair et al. (2019), suggesting that CR values should be at least 0.70.

Table 2. Assessment of measurement model and internal consistency

Variabel/Item	Loading Factor	AVE	Cronbach's alpha	Composite Reliability	Dijkstra's PLSc reliability	True composite reliability
Performance of Village Apparatus (14 item)	0.415 - 0.876	0.596 (1 item removed)	0.931	0.937	0.941	0.952
Competence of Village Apparatus (12 item)	0.587-0.814	0.539 (no item removed)	0.918	0.916	0.911	0.906
Organizational Culture (12 item)	0.378-0.821	0.578 (3 item removed)	0.871	0.876	0.879	0.891
Perceived Organizational Support (8 item)	0.649-0.861	0.617 (no item removed)	0.918	0.921	0.901	0.918
Job Satisfaction (20 item)	0.428 - 0.819	0.519 (2 item removed)	0.905	0.889	0.899	0.901

Table 2 shows that all these assessments exceed the minimum acceptable threshold of 0.70, indicating satisfactory internal consistency reliability of the measurements used. The AVE (Average Variance Extracted) values explain the average variance shared between a construct and its related indicators. Generally, an AVE value of 0.5 or higher indicates adequate convergent validity (Fornell & Larcker 1981). Table 2 demonstrates that the AVE values range from 0.519 to 0.617, indicating that all constructs have satisfactory levels of convergent validity. However, some items needed to be removed. One item was deleted from the village apparatus performance variable. For organizational culture variable, three items were removed. Additionally, two items were removed from the job satisfaction variable, and four items were removed from the workload demands and job engagement variables. Meanwhile, no items were deleted from the village apparatus competence, perceived organizational support, and work environment variables because their AVE values already met the criteria.

Discriminant Validity Analysis

The next analysis is discriminant validity, which is a criterion for evaluating the extent to which a construct differs from other constructs (Hair et al., 2019). Discriminant validity can also be understood as how much one variable differs from another variable (Duarte & Raposo, 2010). In this study, discriminant validity is ensured using the square root of the AVE of each variable, loadings, cross-loadings (Fornell & Larcker, 1981), and the 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
1. Performance of Village Apparatus	0.773				
2. Competence of Village Apparatus	0.089	0.711			
3. Organizational Culture	-0.118	0.409	0.741		
4. Perceived Organizational Support	-0.129	0.441	0.245	0.765	
5. Job Satisfaction	-0.224	-0.096	-0.178	0.418	0.711
HTMT Ratio					
	1	2	3	4	5
1. Performance of Village Apparatus					
2. Competence of Village Apparatus	0.941				
3. Organizational Culture	0.287	0.926			
4. Perceived Organizational Support	0.269	0.517	0.961		
5. Job Satisfaction	0.312	0.3267	0.456	0.937	

Table 3 shows that the square root of the AVE (bold values) is greater than the correlations between constructs, indicating adequate discriminant validity. Furthermore, the evaluation of discriminant validity using the HTMT ratio was also examined in accordance with previous research recommendations (Hair et al., 2019; Ali et al., 2022; Henseler et al., 2014). In this study, as seen in Table 3, the highest correlation is below the conventional threshold of 0.85 or 0.90 (Henseler et al., 2014). Therefore, the HTMT criteria demonstrate adequate discriminant validity. The results of the measurement model in this study indicate that all construct reliabilities and validities have reached satisfactory levels. This strengthens further analysis of the structural model to test the relationships between the variables under investigation.

Tabel 4. Model Fit dan Quality Indices

Model fit dan quality indices	Criteria Fit	Analysis	Remark
R-squared	Strong ≥ 0.67 , Moderat ≥ 0.33 dan lemah ≥ 0.19	0.669	Strong
Adjusted R-squared	Strong ≥ 0.67 , Moderat ≥ 0.33 dan lemah ≥ 0.19	0.649	Strong
Q-square predictive relevance	rendah ≥ 0.02 ; medium ≥ 0.15 ; tinggi ≥ 0.35	0.514	Strong
Average path coefficient (APC)	$p < 0.05$	0.641, $P=0.004$	Accepted
Average R-squared (ARS)	$p < 0.05$	0.698, $P<0.001$	Accepted
Average adjusted R-squared (AARS)	$p < 0.05$	0.697, $P<0.001$	Accepted
Average block VIF (AVIF)	Accepted if ≤ 5 , ideal if ≤ 3.3	2.794	Accepted
Average full collinearity VIF (AFVIF)	Accepted if ≤ 5 , ideal if ≤ 3.3	3.214	Accepted
Tenenhaus GoF (GoF)	rendah ≥ 0.1 ; medium ≥ 0.25 ; tinggi ≥ 0.36	0.511	Tinggi
Sympson's paradox ratio (SPR)	≥ 0.25 , large ≥ 0.36 Accepted if ≥ 0.7 , ideal if = 1	0.798	Accepted
R-squared contribution ratio (RSCR)	Accepted if ≥ 0.9 , ideal if = 1	0.914	Accepted
Statistical suppression ratio (SSR)	Accepted if ≥ 0.7	1.000	Accepted
Nonlinear bivariate causality direction ratio (NLBCDR)	Accepted if ≥ 0.7	0.946	Accepted

After ensuring that the measurement model has adequate convergent and discriminant validity, evaluations were conducted to test the hypotheses. We focused on the model's ability to predict and explain the impact of exogenous variables on the dependent endogenous variables. Several criteria were examined to ensure a good model fit (GoF). Hair et al. (2019) recommend an R-squared (R2) value of at least 0.10 for a well-fitting model. As a result, the endogenous variables of structural empowerment and innovative performance had R2 values of 0.669 each, indicating that the proposed model fits the data well. Additionally, the Stone-Geisser Q2 criteria showed values above zero, indicating acceptable predictive power of the proposed model (Henseler et al., 2015). Additional measurements, such as 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), Sympton'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), indicated that all indices were acceptable and high. Therefore, hypothesis testing can proceed. The results of the hypothesis testing are as follows.

Table 5. Hypothesis Testing Results

	Hypothesis (Direct Effect)	Coefficient	P value	Remark
H1	Competence of Village Apparatus → Kepuasan kerja	0.321	<0,001	Accepted
H2	Competence of Village Apparatus → Performance of Village Apparatus	0.311	<0,001	Accepted
H3	Job Satisfaction → Performance of Village Apparatus	0.276	<0,001	Accepted
H5	Organizational Culture → Performance of Village Apparatus	0.344	<0,001	Accepted
H7	Perceived Organizational Support → Performance of Village Apparatus	0.221	0.008	Accepted
	Hypothesis (Mediation Effect)	Coefficient	P value	Remark
H4	Competence of Village Apparatus → Job Satisfaction → Performance of Village Apparatus	0.211	0.004	Accepted
	Hypothesis (Moderation Effect)	Coefficient	P value	Remark
H6	Organizational Culture * Competence of Village Apparatus → Performance of Village Apparatus	0.213	<0,001	Accepted
H8	Perceived Organizational Support * Competence of Village Apparatus → Performance of Village Apparatus	0.245	<0,001	Accepted

Based on the results from Table 5, all direct regression hypothesis tests have p-values below 0.05, namely H1, H2, H3, H5, and H7, indicating their acceptance. Meanwhile, the moderation hypothesis tests H6 and H8 also showed p-values below 0.05, confirming their acceptance. In the mediation hypothesis testing for H4, it proved to be significant with a p-value below 0.05.

The competence of village apparatus has been shown to significantly and positively influence their performance. This suggests that higher competence among village apparatus enhances their performance. This effective relationship aligns with Boyatzis' Theory of Effective Job Performance (2008), which emphasizes the critical impact of employees' competencies on their work outcomes. Village apparatus with suitable competencies for their roles tend to achieve better results compared to those lacking relevant skills (Widyawati & Anggraini, 2023). Cahyani et al. (2022) indicated that competence explains about 25% of the variability in village apparatus performance. Improving village apparatus performance can be achieved by enhancing their competencies, thereby increasing public satisfaction with village services. The effectiveness of village apparatus depends on their competencies to optimally fulfill their duties, with the caveat that improvements in compensation are also necessary as a reward for these enhancements (Apriana et al., 2020; Sujana et al., 2020; Nurperinayati, 2021). Competence in performing optimal village governance functions can further enhance their performance in delivering services to the community.

Job satisfaction has been found to positively and significantly influence the performance of village apparatus in West Java Province. According to Social Cognitive Theory, job satisfaction is an environmental factor influencing individuals both directly and indirectly (Boyatzis, 2008). Good job satisfaction can boost individual enthusiasm and responsibility, leading to optimal performance (Riyanto et al., 2021). Job satisfaction also reflects individuals' responses to interpersonal relations, potentially making significant contributions to organizational sustainability (Permana et al., 2021). Job satisfaction supportive of village governance can enhance village apparatus performance and create an environment conducive to achieving village government goals. However, this study found that job satisfaction does not significantly moderate the influence of village apparatus competence on their performance. This finding contradicts previous research indicating that job satisfaction affects individual achievement and performance (Vizano et al., 2021; Wu et al., 2019). Employees generally expect recognition, satisfaction, and achievement based on their perceptions of job conditions (Tahu et al., 202). If employee competence is not integrated with the organization, good job satisfaction, compensation, teamwork, and organizational policies still play significant roles in organizational performance.

Organizational culture has a positive and significant impact on the performance of village apparatus in West Java Province. The better the organizational culture within village governance, the higher the performance of village apparatus. Consistent with Boyatzis' Theory of Effective Job Performance (2008), it underscores the need for approaches that allow individuals to effectively and accurately execute their tasks, thereby demonstrating high commitment to governance. Organizational culture has a greater impact on performance than other factors such as organizational structure or leadership (Putra & Nasution, 2024). Active support from all village apparatus members is necessary to build an innovative, caring, and results-oriented organizational culture (Azmy & Wiadi, 2023). Organizational culture also strengthens the influence of competence on village apparatus performance. Implementing appropriate culture within village governance is key to enhancing village apparatus performance and ensuring their active engagement and contribution (Wahjoedi, 2021; Rantesalu et al., 2017; Siagian & Jahja, 2024). Increased organizational culture in village governance in West Java Province encourages every village apparatus to enhance their competencies, ultimately driving performance.

This study shows that perceived organizational support (POS) has a positive and significant impact on the performance of village apparatus. This means that higher organizational support leads to better performance among village apparatus. This aligns with Kurniawan's research (2022), which states that employees who perceive organizational support are more engaged in their work, thereby enhancing individual performance. Dewi et al. (2023) also found that perceived organizational support reflects employee performance. Employees who feel supported by the organization tend to respond by improving their performance (Desta et al., 2022). Optimal support such as training and adequate resources from management can promote employee performance (Efe et al., 2018). This study also shows that POS moderates the impact of competence on village apparatus performance. Organizational support makes employees feel valued and considered as agents of the organization, thereby enhancing their performance (Eisenberger et al., 1997). Excellent support from the organization can enhance performance and benefit the organization (Utami, 2022). Respondents who are older and more experienced perceive organizational support as more meaningful in improving their performance (Desta et al., 2022).

CONCLUSION

This study examines the moderating effects of Organizational culture, Job satisfaction, and Perceived organizational support in mediating and moderating the relationship between job competence and village apparatus performance. Our findings are consistent with previous research, showing that Organizational culture and Perceived organizational support play crucial roles in enhancing performance and strengthening the influence of job competence on village apparatus performance. Specifically, a strong Organizational culture and good organizational support promote performance improvement and strengthen the relationship between job competence and performance. Additionally, Job satisfaction was found to significantly influence village apparatus performance. Job satisfaction not only directly affects performance but also mediates the impact of job competence on performance, indicating that the more satisfied village apparatus are with their jobs, the better their performance. Overall, this research underscores the importance of Organizational culture, Job satisfaction, and

Perceived organizational support in building and enhancing village apparatus performance through improving their job competence. This study provides valuable insights for human resource management in village governments, highlighting the need for specific attention to these factors to achieve optimal performance. The study has several limitations, including a small and specific sample size that may limit the generalization of findings to a broader population. Moreover, the study only examines the moderating role of Organizational culture, Job satisfaction, and Perceived organizational support. Other factors that could also moderate or mediate the relationship between job competence and village apparatus performance were not considered in this research.

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AUTHOR CONTRIBUTIONS

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CONFLICTS OF INTEREST

The author(s) declare no conflict of interest.

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