
The Influence of Apparatus Competence, Compensation, And Organizational Commitment on Village Performance Through Village Apparatus Performance (Study in Villages of Aceh Tengah District)

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Abstract

This study examines the apparatus competence, compensation, and organizational commitment influence on village performance through village apparatus performance (study in villages in Aceh Tengah district). The population was all village apparatus from 14 sub-districts consisting of 295 villages. The village apparatus in this research consisted of 3 (three) people, namely: Banta, the village secretariat, and the regional apparatus. So, the total population was 885 people (295 villages x 3 people). The research sample was a part of the village apparatus in each village in Aceh Tengah District. The sample was taken based on Probability Random Sampling with the Simple Random Sampling technique so that a research sample of 275 people was obtained. Data were analyzed using the SEM-AMOS, and also Sobel calculator. The analysis concluded that the apparatus competence significantly affected village apparatus performance; compensation significantly affected village apparatus performance; organizational commitment significantly affected village apparatus performance; village apparatus performance significantly affected village performance; apparatus competence significantly affected village performance; compensation significantly affected village performance; organizational commitment significantly affected village performance; village apparatus performance mediated the apparatus competence influence on village performance; village apparatus performance mediated the compensation influence on village performance; and village apparatus performance mediated the organizational commitment influence on village performance. It was also found that village apparatus performance also functioned as a partial mediator for the apparatus competence path influencing village performance, and as a full mediator for the compensation path influencing village performance and the commitment path influencing village performance. Thus, the results of this research as a whole prove that the model for improving village performance in Aceh Tengah District is a function of increasing apparatus competence, and adjusting compensation so that it can support village apparatus performance.

Keywords: Apparatus Competency, Compensation, Organizational Commitment, Village Apparatus Performance, Village Performance.

1. Introduction

The village government is one of the lowest-level government organizations in Indonesia. It has a very important function in supporting national development as stated in the 1945 Constitution. The village government is led by the Village Head who has the duties of : 1) carrying out government affairs in an efficient and accountable manner, 2) carrying out government affairs that have been delegated by the Regent. Thus, the Village Government can carry out the functions of administering government, community empowerment, community service, maintenance of public order and peace, maintenance of public infrastructure and facilities, and development of community institutions. However, the problems that occur at the lowest level of government, namely the village, have not been implemented optimally regarding village performance and the performance of its apparatus. One of the village administrations in Indonesia is Aceh Tengah. Aceh Tengah is one of the Regional Governments of Aceh Province which has as many as 14 sub-districts and 295 villages (Wikipedia, 2021). Village performance in the Government of Aceh Tengah can be assessed from programs that have been implemented such as village competitions, which are a form of evaluation of village/village development in assessing village performance. The Report from the Institutional Sector of the Village Community Empowerment Service/DPMK Aceh Tengah District, reveals that since 2017-2022 village competitions have been held which are participated in by all villages in every sub-district in Aceh Tengah District for the District, Provincial, and National levels. In addition, the evaluation of village performance can also be assessed from the fastest program for channeling village funds. Of the 23 regencies/cities in Aceh Province, Aceh Tengah District is ranked 6th (sixth) as the fastest area for channeling village funds in 2022. There are 8 villages/villages from 3 sub-districts in Aceh Tengah District which have succeeded in disbursing village funds quickly (Sectoral Report Government of the Village Community Empowerment Service / DPMK Aceh Tengah District, 2022). The evaluation as stated in the report on the Governance Sector of the Village Community Empowerment Service/DPMK Aceh Tengah District, 2022, explains the performance of villages in Aceh Tengah District is not entirely good, so it is felt necessary to take steps to change and improve village apparatus performance so that they can provide input to village government activities.

Based on the problems above, it shows the good or bad village performance is largely determined by the performance of the village apparatus. As an extension of the local government in efforts to achieve national development goals, village apparatus is required to produce good and quality performance, especially in the development of their villages. Many factors influence village apparatus performance, some of which are apparatus competency, compensation, and organizational commitment.

2. Literature

Village Performance

The village is the lowest public sector organization in a regional government. In Indonesia Law No. 6/2014 Chapter I, Article 1 paragraph (1) explains the meaning of a village, namely a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs. Based on Law no. 6/2014 Article 18, the Village administration is organized by the village government. Village Administration, namely the government agency authorized to regulate areas at the village level. Furthermore, based on Government Regulation

Number 58 of 2005, performance is the output/result of activities/programs that will be or have been achieved in connection with the use of the budget with measurable quantity and quality. (Bastian, 2014) states the performance level of an organization can be measured by how well the organization implements its goals, mission, and vision. This can be seen through the performance of each component and overall organizational effectiveness (Kusnenda, 2018).

Village Apparatus Performance

The village apparatus is responsible for assisting the village head in carrying out his duties and responsibilities as head of government. They also help meet the needs of the people in the village where they work. Following Law Number 06 of 2014 concerning Villages, village heads and technical implementers of village financial management (village secretaries, section heads, and village treasurers) have responsibility for managing village finances. The village apparatus in this research refers to the Aceh Tengah District local regulation (Qanun) Number 4 of 2011 concerning Village Governance. (Iskandar, Suharmiyati, & Maralis, 2020) define Performance as the result of work performed by a person or group within an organization, and is influenced by several factors. The goal is for performance to be within a certain time frame, and it is also important to have both quality and quantity in work. (Iskandar, 2019). In the public sector, especially the public sector, performance can be interpreted as achievements achieved by civil servants in providing services to the population during a certain period.

Apparatus Competency

Competence according to Indonesia Law No. 13/2003 article 1 (10) concerning Employment is the workability of each individual which includes aspects of knowledge, skills, and work attitudes following established standards. Based on the regulation of the head of the State Personnel Agency Number 7 of 2013 competence is a characteristic and ability that includes aspects of knowledge, skills, and attitudes following the duties of funds or position functions. (Moehariono, 2014) reveals that competence is an essential characteristic of a person that refers to the way of thinking, behaving, and behaving as well as drawing conclusions that can be implemented and maintained by someone within a certain period. Another definition of competence is expressed by (Gibson, Ivancevich, Donnelly, & Konopaske, 2012) that competence is a combination of motives, traits, skills, aspects of one's self-image or social role, or a part of relevant knowledge. According to (Kumorotomo, 2015) and (Busro, 2018) competence makes a person able to do his job well. This includes an individual's knowledge, skills, and other factors that make them capable of performing the work assigned to them. An employee must have adequate education and skills appropriate to the work he does (Callista, 2016).

Compensation

Compensation is everything that employees receive in return for their work (Handoko, 2016). Compensation includes direct cash payments, employee benefits, and incentives to motivate employees to work hard to achieve high productivity (Mangkuprawira, 2011). According to (Handoko, 2016) Compensation is everything received by workers as remuneration for their work. Compensation is a term related to financial rewards received by people through their employment relationship with an organization. Compensation (Rivai & Sagala, 2014) is

something that employees accept as a way to make up for the time and effort they put in at work. Direct compensation, which includes salary, benefits such as health insurance and work uniforms, and bonuses, is what most people think of when they think of compensation. However, indirect compensation includes things like professional benefits, which help cover expenses such as office supplies and travel, and health insurance, which helps employees cover costs related to their job.

Organizational Commitment

According to goal-setting theory, employees who have a high commitment to local government organizations (agencies) will prioritize the interests of the organization above their interests. This will encourage employees to achieve budget targets following organizational goals, which will have implications for achieving absorption of the regional revenue and expenditure budget. (Putri, Yuniarta, & Prayudi, 2017). According to (Lubis, 2015), Organizational commitment is the degree to which an employee is committed to the goals and values of their organization and intends to remain with the organization for a long time. This commitment has nothing to do with intelligence, talent, or personal desire. A person with strong organizational commitment is willing to believe in organizational goals and work hard to support them, even if it means sacrificing personal interests. This sense of belonging will make employees happy to work and contribute more resulting in better performance.

Model and Hypothesis

The author formulates a study model framework and hypotheses as follows.

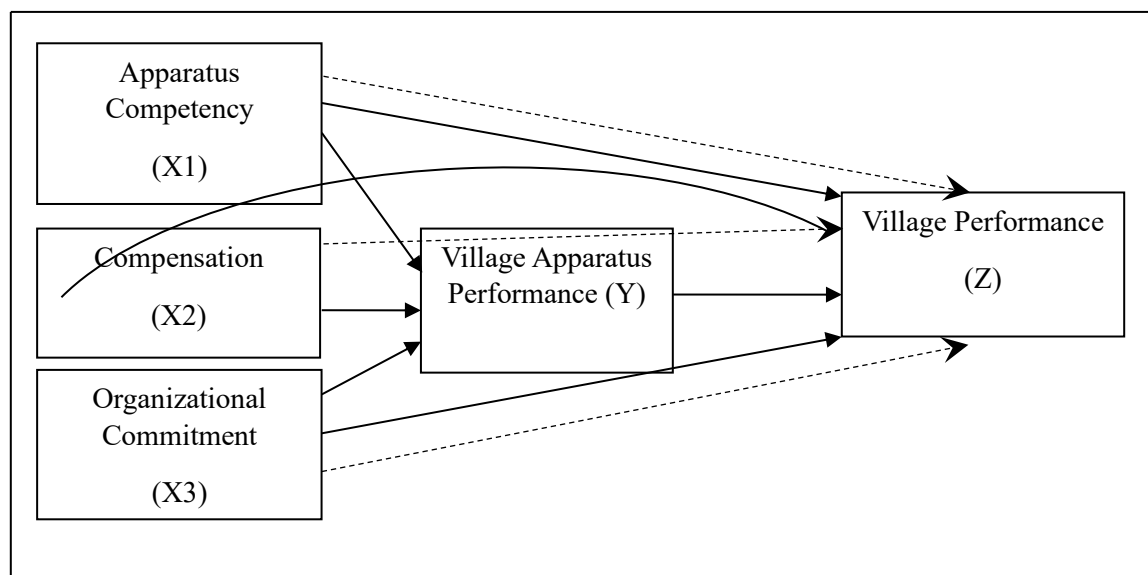


Figure 1. Influence Between Variables

Hypothesis

H₁: apparatus competence significantly affected village apparatus performance in Aceh Tengah District.

H₂: compensation significantly affected village apparatus performance in Aceh Tengah District.

H₃: commitment significantly affected village apparatus performance in Aceh Tengah District.

H₄: village apparatus performance significantly affected village performance in Aceh Tengah District.

H₅: apparatus competence significantly affected village performance in the district

H₆: compensation significantly affected village performance in Aceh Tengah District.

H₇: commitment significantly affected village performance in Aceh Tengah District.

H₈: village apparatus performance mediated apparatus competence affecting village performance in Aceh Tengah District.

H₉: village apparatus performance mediated compensation affecting village performance in Aceh Tengah District.

H₁₀: village apparatus performance mediated commitment affecting village performance in Aceh Tengah District.

3. Method

This research was conducted at the Village Administration in Aceh Tengah District. This research will present how the apparatus competence, compensation, and commitment role in village performance through village apparatus performance. This research population was all village apparatus from 14 sub-districts consisting of 295 villages. The village apparatus in this research consisted of 3 (three) people, namely: Banta, the village secretariat, and the regional apparatus. So, the total population is 885 people (295 villages x 3 people). The research sample is part of the village apparatus in each village in Aceh Tengah District. Samples were chosen based on Probability Random Sampling with the Simple Random Sampling technique. The sample was determined using the Slovin Formula so that the number of respondents was obtained as many as 275 people with details as shown below.

Table 1. Research Sample

No.	Subdistrict	Number of Villages	Number of Village apparatus (Number of Villages x 3 people)	Number of Respondents (Sample)
1	Atu Lintang	11	33	10
2	Bebesen	28	84	26
3	Bies	12	36	11
4	Bintang	24	72	22
5	Celala	17	51	16
6	Jagong Jeget	10	30	9
7	Kebayakan	20	60	19
8	Ketol	25	75	23
9	Kute Panang	24	72	22
10	Linge	26	78	24
11	Laut Tawar	18	54	17
12	Pegasing	31	93	29

No.	Subdistrict	Number of Villages	Number of Village apparatus (Number of Villages x 3 people)	Number of Respondents (Sample)
13	Rusip Antara	16	48	15
14	Silih Nara	33	99	31
Total		295	885	275

Source: Processed Data (2023)

Research data was collected by distributing research questionnaires to all respondents in the research. The research questionnaire contains statement items related to the purpose of this research. Research data were analyzed using the SEM-AMOS and Sobel Calculator. The indicators used to measure each variable in this research are as follows:

1. Village performance is measured using indicators as disclosed by (Kusnenda, 2018) namely the concept of productivity, service quality, responsiveness, responsibility, and accountability.
2. Village apparatus performance is measured using indicators as disclosed by (Iskandar, 2019) namely simplicity of procedures, clarity of technical and administrative requirements, certainty of time, accuracy, safety, responsibility, completeness of infrastructure, ease of access to infrastructure, ease of access (Accessibility), discipline, comfort.
3. Apparatus competence is measured using indicators as disclosed by (Busro, 2018) namely knowledge, skills, motives, traits, self-concept
4. Compensation is measured using indicators as disclosed by (Handoko, 2016) namely salary, overtime pay, and incentives.
5. Organizational commitment is measured using indicators as disclosed by (Lubis, 2015) i.e. fear of stopping work, difficulty to improve the organization, many affairs are disrupted if leaving the organization, it is too expensive if leaving the organization, staying in the organization because of need and desire, having no other choice, difficulty finding alternative jobs, it costs a lot to work elsewhere.

4. Result

Direct Hypothesis

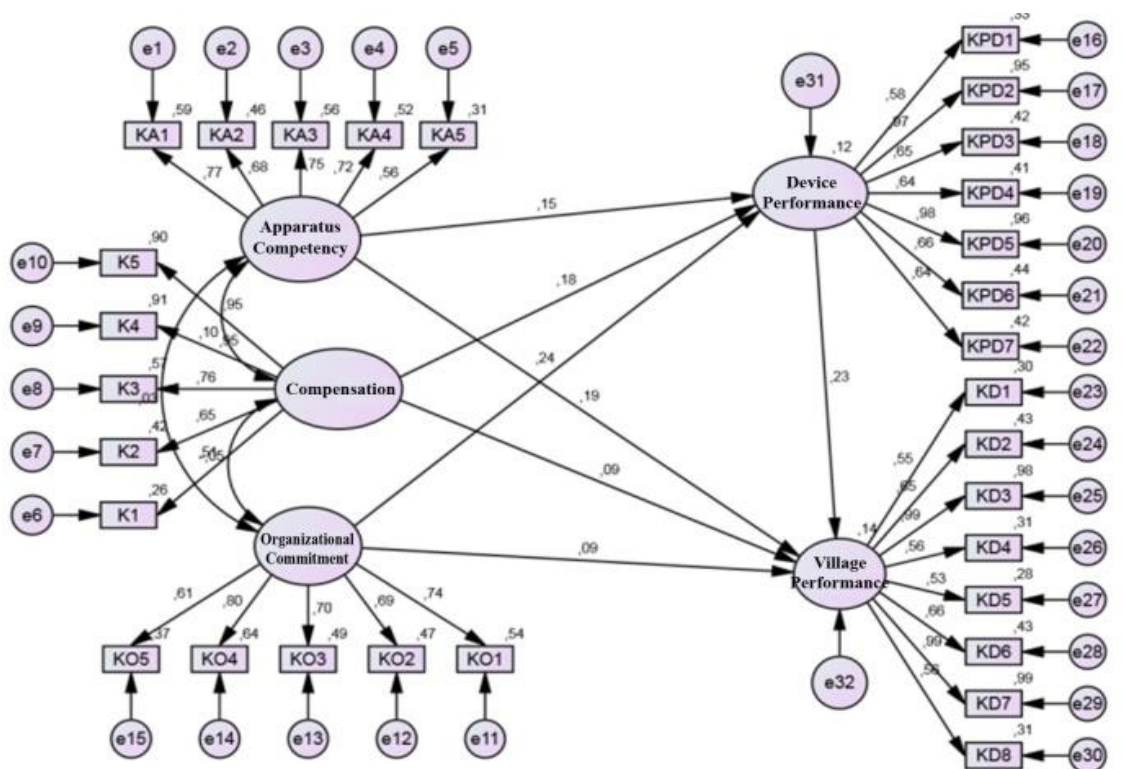


Figure 2. Structural Test Result

The provided table from testing can be seen below.

Table 2. Regression Weights

Exogenous		endogenous	Estimate		S.E.	C.R.	Sig
			Standard	Unstandard			
Apparatus Performance	<--	Apparatus Competency	.150	.127	.050	2.282	.023
Apparatus Performance	<--	Compensation	.185	.205	.072	2.854	.004
Apparatus Performance	<--	Organizational Commitment	.243	.219	.061	3.570	***
Village Performance	<--	Apparatus Competency	.188	.137	.048	2.841	.004
Village Performance	<--	Compensation	.094	.089	.058	1.535	.125
Village Performance	<--	Organizational Commitment	.091	.071	.050	1.409	.159
Village Performance	<--	Apparatus Performance	.227	.194	.058	3.346	***

Source: Processed Data (2023)

H1: Competence significantly affected village apparatus performance

The H1 test for the village apparatus performance effect on the village apparatus performance model provides a significance value of 0.023 ($0.023 < 0.05$) and a Critical Ratio (C.R) value of 2.282 ($2.282 > 1.960$), explaining that competence significantly affected village apparatus performance. So it reveals the evidence accepts H_a .

This result supports previous research by (Putra, 2021); (Setiawan, Hersona, Suswardji, & Suyaman, 2022); (Astarina, Budiyanto, & Agustedi, 2021) which proves that competence affects village apparatus performance. Village apparatus in carrying out their duties or work is largely determined by the competence following the work field.

H2: Compensation significantly affected village apparatus performance

The H2 test for the compensation effect on the village apparatus performance model provides a significance value of 0.004 ($0.004 < 0.05$) and CR 2.854 ($2.854 > 1.96$), explaining that compensation significantly affected village apparatus performance. So it reveals the evidence accepts H_a and rejects H_o . This result supports previous research by (Setiawan et al., 2022); (Astarina et al., 2021); (Asmawana, Daweng, & Badollahi, 2018) which shows that compensation influences apparatus performance.

H3: Commitments significantly affected apparatus performance

The H3 test for the commitment effect on apparatus performance model provides a significant 0.000 ($0.000 < 0.05$) and CR 3.570 ($3.570 < 1.96$), explaining that commitment significantly affected village apparatus performance. So it reveals the evidence accepts H_a . This result supports previous research by (Akbar, Musnadi, & Putra, 2020); (Tumanggor, Darsono, & Ibrahim, 2019), and (Rizqina, Adam, & Chan, 2017) which found that commitment affects employee performance.

H4: Village Apparatus performance significantly affected Village performance

The H4 test for the village apparatus performance effect on the village performance model provides a significant value of 0.000 ($0.000 < 0.05$) and CR 3.346 ($3.346 > 1.96$). explains that apparatus performance significantly affected village performance. So it reveals the evidence accepts H_a . This result supports previous ones by (Iskandar et al., 2020) and (Amrulloh & Pramusinto, 2017) which state that village apparatus performance has a significant impact on village performance in providing quality services to the community and improving village government bureaucratic services. Regional government apparatus has a very important role in the context of implementing government and development activities by community services in the regions, with the aim that these services run efficiently and effectively (Ruspina, 2013).

H5: Competence significantly affected Village performance

The H5 test for the competence effect on the village performance model provides a significant 0.004 ($0.004 < 0.05$) and CR 2.841 ($2.841 > 1.960$), explaining that competence significantly affected village performance. So it reveals the evidence accepts H_a . This result supports previous research by (Saputri & Muhsin, 2018); (Rulyanti, Sularso, & Sayekti, 2017), and (Razali, 2014) prove that the competence of village apparatus directly affects village performance. (Warisno, 2009) which explains that human resources who have good

competence will affect the performance of the village government, therefore human resources must be managed as well as possible to contribute optimally to organizational achievements

H6: Compensation significantly affected Village performance

The H6 test for the compensation effect on the village performance model provides a significant value of 0.125 ($0.125 > 0.05$) and CR 1.535 ($1.535 < 1.96$), explaining that compensation has no significant effect on village performance. So it reveals the evidence accepts H_0 and rejects H_a . This result rejects previous research by (Masyithah, Adam, & Tabrani, 2018) shows that compensation affects Organizational performance. This research rejects the results of research that has been done by (Astarina et al., 2021) where the results of research showing the direct influence of compensation on organizational performance have not been found. However, there are research results that show the results indirectly influence compensation. The compensation that has been given by the village administration so far is felt to be inadequate, so this is a factor influencing village performance. Because the Village does not have specific authority to determine the amount of compensation given to its officials but must refer to their respective Regional Regulations where village apparatus currently only receive a low base salary due to the still low village performance in terms of village financial administration and reporting so that they do not get the additional budget through village performance allowances.

H7: Commitment significantly affected Village performance

The H7 test for the organizational commitment effect on village performance model provides a significant 0.159 ($0.159 > 0.05$) and CR 1.409 ($1.409 < 1.96$), explaining that organizational commitment has no significant effect on village performance. So it reveals the evidence accepts H_0 and rejects H_a . This result rejects previous research conducted by (Halim, 2012) and (Rizqina et al., 2017) stating that commitment affects organizational performance. Employees who work based on relative commitment stay in the organization because they need the job. This research supports research by (Fitria & Wibisono, 2019) which proves that commitment does not affect the performance of the village government. This is because several village apparatuses only work and lack the pleasure of working in an organization. The results explain the commitment of village apparatus is not optimal, which is influenced by cultural factors/habits of the village community, in which the average village head is elected by the village head, not because of his own will, so that many villages' administrations reform village apparatus every year because there is something wrong with them. some things like someone already working in another better place and some because they no longer have their desire to work as an apparatus.

Indirect Hypothesis

H8: Village Apparatus Performance Mediated Competence affecting Village performance.

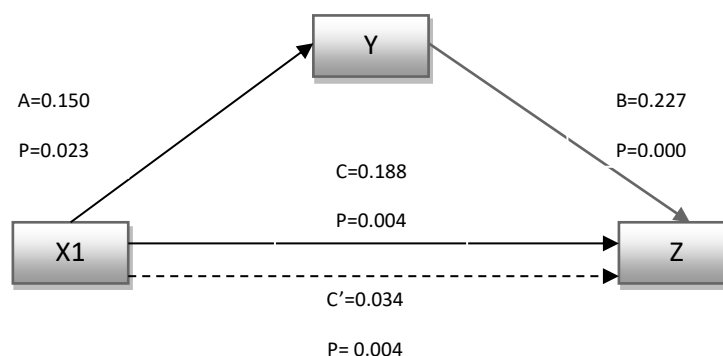


Figure 3. H8 Model Mediation Test

Information:

X1 = Competency (Exogenous Variable)

Y = Apparatus performance (Mediation Variable)

Z = Village Performance (Exogenous Variable)

A = Influence coefficient of X1 to Y

B = Influence coefficient of Y to Z

P = Significant value

Figure 3 explains that path-A, namely the competence direct influence on the village apparatus performance is significant (H1 test result), then path-B namely the village apparatus performance direct influence on the Village performance is significant (H4 test result), and path-C namely the competence direct influence on the Village performance is also significant (test result H5). Furthermore, to see the significance of the mediation effect or whether the path-C' is significant or not, a Sobel test is used. Based on the calculation on path-C', a significance of 0.04 ($0.04 < 0.05$) is obtained, explaining the village apparatus performance variable mediated significantly the competence affecting village performance. So it reveals the evidence accepts H_a . And also, according to the opinion of Baron and Kenny (1986) if the three channels A, B, and C are significant, and the mediation variable is also significant (path C'), then the mediation variable is also called a partial mediator. So the village Apparatus performance in H8 model is proven to act as a partial mediator.

This study result accepts (Wahyudi, Adam, & Sofyan, 2019) who also found that competence indirectly through employee performance affects organizational performance. Another result by (Razali, 2014) also states competence has an indirect influence on the performance of Aceh Regional Secretariat Bureau employees through employee job satisfaction. Based on the previous explanation, the existence of village apparatus performance can mediate the apparatus competence influence on village performance. So that the placement of village apparatus performance as an intervening variable in this research is based on strong empirical literature.

H9: Village Apparatus Performance Mediated Compensation affecting Village performance.

The H9 test is described below.

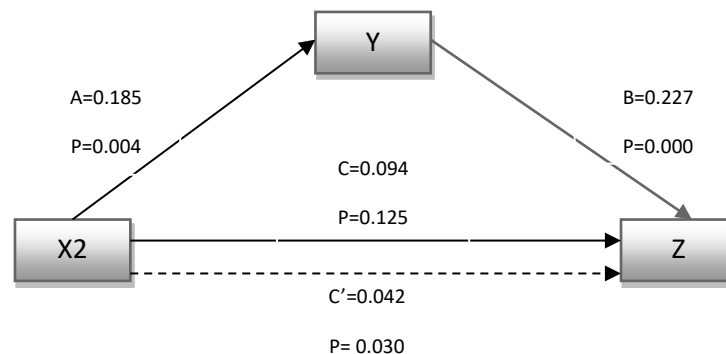


Figure 4. H9 Model Mediation Test

Information:

X2 = Compensation (Exogenous Variable)

Y = Apparatus performance (Mediation Variable)

Z = Village Performance (Exogenous Variable)

A = Influence Coefficient of X2 to Y

B = Influence Coefficient of Y to Z

P = Significant value

The figure above describes that path-A, namely the compensation direct influence on the village apparatus performance is significant (H2 test result), then path-B namely the village apparatus performance direct influence on the village performance is significant (H4 test result), and path-C namely the compensation direct influence on the Village performance is not significant (H6 test result). Furthermore, to see the significance of the mediating effect or path-C' is significant or not, the Sobel test is used. Based on the calculation on path-C', a significance of 0.03 ($0.03 < 0.05$) is obtained, describing the variable of the apparatus performance mediated the compensation affecting Village performance. So it reveals the evidence accepts H_a . And also, according to the opinion of (Baron & Kenny, 1986) if the two channels A and B are significant, but the C is not significant, and the mediation variable is significant (path-C'), then the mediation variable is also called a full mediator. So the Apparatus performance in H9 model is proven to act as a full mediator.

This result accepts the research of (Setiawan et al., 2022) who found compensation had a significant effect on village apparatus performance which ultimately had an impact on improving village performance in the Ciampel District, Karawang Regency. The same thing was expressed by (Astarina et al., 2021) who revealed that compensation affects the performance of health officials thereby increasing the performance of the Public Health Center in Indragiri Hulu Regency. Other research results by (Akbar et al., 2020) also found that compensation has an indirect influence on organizational performance through employee performance. Based on the previous explanation, the existence of village apparatus performance can mediate the compensation influence on village performance. So that the

placement of village apparatus performance as an intervening variable in this research is based on strong empirical literature.

H10: Village Apparatus Performance Mediated Commitment affecting village performance.

The H10 test is figured below.

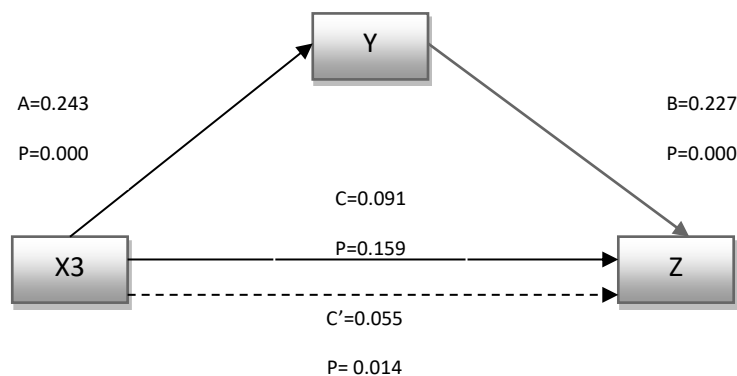


Figure 5. H10 Model Mediation Test

Information:

X3 = Organizational Commitment (Exogenous Variable)

Y = Apparatus performance (Mediation Variable)

Z = Village Performance (Exogenous Variable)

A = Influence Coefficient of X2 to Y

B = Influence Coefficient of Y to Z

P = Significant value

Figure 5 explains that path-A, namely the organizational commitment direct influence on the apparatus performance is significant (H3 test result), then path-B namely the village apparatus performance direct influence on village performance is significant (H4 test result), and path-C) namely the organizational commitment direct influence on village performance is not significant (H7 test result). Furthermore, to see the significance of the mediating effect or path-C' is significant or not, the Sobel test is used. Based on the calculation on path-C', a significance of 0.01 ($0.014 < 0.05$) is obtained, explaining the apparatus performance mediated the organizational commitment affecting village performance. So it reveals the evidence accepts H_a . And also, according to the opinion of (Baron & Kenny, 1986) if the two channels A and B are significant, but the C is not significant, and the mediation variable is significant (path-C'), then the mediation variable is also called a full mediator. So the Apparatus performance in H10 model is proven to act as a full mediator. This result accepts the research of (Tumanggor et al., 2019) to prove that commitment can indirectly affect performance through employee performance. More results by (Akbar et al., 2020) shows that commitment has an indirect influence on organizational performance through employee performance.

5. Conclusion

This study found that the apparatus competence significantly affected village apparatus performance; compensation significantly affected village apparatus performance; organizational commitment significantly affected village apparatus performance; village apparatus performance significantly affected village performance; apparatus competence

significantly affected village performance; compensation significantly affected village performance; organizational commitment significantly affected village performance; village apparatus performance mediated the apparatus competence influence on village performance; village apparatus performance mediated the compensation influence on village performance; and village apparatus performance mediated the organizational commitment influence on village performance. It was also found that village apparatus performance also functioned as a partial mediator for the apparatus competence path influencing village performance, and as a full mediator for the compensation path influencing village performance and the commitment path influencing village performance. Thus, the results of this research as a whole prove that the model for improving village performance in Aceh Tengah District is a function of increasing apparatus competence, and adjusting compensation so that it can support village apparatus performance. This finding becomes a premise, academically it can be used as a basis for further theory development, by testing performance with other variables. The use of models can also be useful for practitioners, so that they can develop model-based mindsets and strategies in this research, especially for the subject of this research, namely villages apparatus in Aceh Tengah District.

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