

THE ROLE OF VILLAGE APPARATUS COMMITMENT AS MEDIATION ON THE INFLUENCE OF ORGANIZATIONAL JUSTICE AND WORK ENVIRONMENT TOWARD VILLAGE APPARATUS PERFORMANCE (STUDY IN ALL SUB-DISTRICTS IN ACEH SELATAN DISTRICT)

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ABSTRACT

This study aims to examine the role of village apparatus commitment as mediation on the influence of organizational justice and work environment toward village apparatus performance in all sub-districts in Aceh Selatan District, Indonesia. This study was conducted in all villages in Aceh Selatan district which totaling 260 villages. The population was village officials in all villages in Aceh Selatan district totaling 3156 people. The number of samples used was 232 people. The data were analyzed with the Structural Equation Modeling (SEM) method. The result reveals that Organizational Justice affects Village Apparatus Commitment, Work Environment affects Village Apparatus Commitment, Organizational Justice affects Village apparatus Performance, Work Environment does not affect Village apparatus Performance, Village Apparatus Commitment affects Village apparatus Performance, Village Apparatus Commitment partially mediates the influence of Organizational Justice on Village apparatus Performance, and Village Apparatus Commitment fully mediates the influence of Work Environment on Village apparatus Performance. From these results, it is evident that only the work environment does not have a direct role in improving village apparatus performance, but must go through the role of village apparatus commitment so that in this model village apparatus commitment acts as a full mediator. From other models, apparatus commitment is also proven to be a partial mediator on the role model of organizational justice in improving village apparatus performance. So it can be explained that the model for improving village apparatus performance in Aceh Selatan district is a function of strengthening organizational justice, adjusting the work environment, and strengthening village apparatus commitment.

Keyword: Performance, Commitment, Organizational Justice, and Work Environment.

1. INTRODUCTION

The impact of Covid 19 is also felt by all communities in the sub-districts of Aceh Selatan district, Indonesia, where Covid 19 has cut off the livelihoods of the lower-middle-class people which automatically has made their necks even more choked to survive. To respond to current conditions, the central government through the Aceh Selatan district government has implemented several rules as social security for the community, including by providing non-cash social assistance and direct cash assistance (BLT) through villages. These assistances are intended for the lower-middle-class community to reduce their burden of life, especially for people affected by COVID-19.

Many phenomena occur in the distribution of non-cash social assistance and BLT, where the assistance is not properly targeted. Many lower-middle-class people and communities directly affected by COVID-19 cannot enjoy these aids because they are not included in the list of recipients of assistance issued by village officials due to the lack of synchronization and updating of population data and or community economic data owned by the village apparatus and the number of people in the village environment. This is closely related to the incompetence of the village apparatus in carrying out the mandate from the government. Another thing that caused the distribution not to be right on target was due to irregularities in the procedure for receiving aid or maladministration, where village officials prioritized the distribution of aid to close relatives. As we all know, irregularities that occur in villages do not only occur during the COVID-19 pandemic but have occurred far from before. This can be seen from the non-transparency of the Village Apparatus in managing and allocating village funds, the lack of the principle of benefit for the community from managing village funds, the unclear use of income from village assets, and so on. Even though it has received direct supervision and guidance from the Community and Gampong Empowerment Service, this phenomenon is still very common in almost all villages, even in villages in the Aceh Selatan District.

Another phenomenon that is often encountered at the village level is that it is very difficult for the community to relate administration to the Village Apparatus because there are still many Village Apparatus that are never in place during service hours or working hours. This incident shows that the village apparatus has not been able to provide good performance in carrying out tasks. Based on the laws and regulations, the village apparatus as an extension of the government is required to always have and display good performance in providing services to the community and be able to improve the welfare of the community and be able to improve village development. With the achievement of good management of village funds and can provide benefits to the community's economy and village development, it means that one of the government programs in national development is achieved. These demands require them to be more responsive and more alert in responding to any changes that exist.

These phenomena occur cannot be separated from the low quality of village apparatus human resources, where there are still many village officials who do not understand the minimum service standards to the community. The Village Apparatus as public servants each show a lack of seriousness in providing optimal services to the community so that the quality of performance as public servants is considered very poor. The low performance of Village Apparatus is also reflected in the accountability reports made by village officials which are submitted to the Community and Gampong Empowerment Service of Aceh Selatan district, which in the report is still considered very unsatisfactory.

The performance of village apparatus in Aceh Selatan district has not been optimal, wherefrom the table above it shows that the activities planned in the form of the village management and development program budget have not reached the target in which the figures mentioned above have no realization that reaches 100%. Apart from these data, the facts in the field can also be seen that the performance of the village apparatus in Aceh Selatan district has not produced optimal results, where this is indicated by the economic condition of the community in each village is still relatively low, there is no change in village conditions from year to year. hereby shows that village development is not running as expected, the management of village assets is also not running

optimally which is expected with maximum management of village assets will be able to help alleviate the economic problems of the community in their village. Many factors affect the performance of village apparatus in Aceh Selatan District. One of them is the commitment factor of the village apparatus. Commitment is an adjective that reflects the constancy of one's behavior in the form of loyalty to achieve a goal. Commitment has three components, namely attitude, willingness, will, and sincerity. Commitment in a person is caused by emotional feelings towards an institution and also the values of belief in achieving the goals of the institution, both government and private institutions. In running the wheels of government at the village level, village officials are also required to have a high commitment so that with the high commitment possessed by each village apparatus, they will be able to realize development following the shared dream of their village. The statement above is evidenced by the results of research conducted by (Hanum, Musnadi, & Harmen, 2019) where he stated that with a strong commitment that is owned by everyone will be able to realize the goals of the organization where the person works. The development of complete village infrastructure has received negative attention from the public, therefore all village officials in Aceh Selatan district are required to have a high commitment to realizing development, both economic development for its citizens and infrastructure development for their villages. Reflecting on the facts that occur in the field, nowadays the villages in Aceh Selatan district are still classified as areas that still require full attention to their development, this is indicated by the still-weak economy of the community as well as the village infrastructure itself where there are still many community accesses that are not in good condition. good, so that the bad access that is owned directly also becomes a separate obstacle for the community in carrying out their economic activities.

This happens because the commitment of village officials is still relatively low. The issue of the commitment of village officials is not only related to the economic development of the community and the development of village infrastructure but also services. The problem that often occurs with service commitments from village officials is the difficulty of the community in dealing administratively with their village apparatus. Where village officials are rarely in place (village offices) during working hours, making it difficult for residents when they need public services both administratively and otherwise to their village officials. This is because there are still many village officials who spend their time in the fields or gardens and sometimes people have to wait for days to get administrative services from their village officials because many village officials work as fishermen where most of the fishermen spend up to one year. weeks or even more at sea to find fish. The factor that influences the commitment of the village apparatus and has an impact on the performance of the village apparatus in Aceh Selatan District is organizational justice.

In every institution, be it government or private institutions, justice is often very difficult to achieve, especially when assessed from the point of view of every employee in these institutions. Organizational justice is an individual's perception of justice that is applied in his work environment, whether procedural, distributive, or interactional. Justice that is enforced in an institution will be able to increase commitment and will also have a good impact on the resulting performance. In addition to the above factors, a factor that affects the commitment of village officials and has an impact on the performance of village officials in Aceh Selatan district is the work environment. Good management but not supported by good or adequate working conditions will also have a bad influence on the performance produced by its employees. This is evidenced

by the results of research conducted by (Lubis, Lubis, & Musnadi, 2020) where the results of the research show that a good and comfortable work environment will have a positive impact on improving the performance of its members.

The work environment has a direct influence on the employees who carry out the work. A satisfactory work environment for employees can increase the work commitment and performance of the employee, otherwise, an inadequate work environment will reduce work commitment and ultimately reduce the performance of the employee. Therefore, improving the work environment, especially those of an information technology nature, must be paid great attention to by every management of the organization because it will be very difficult to expect workers who are sensitive to the latest developments, able to compete in the development of innovation, and the reliability of workers if they are not supported by adequate facilities. As we all know that the work environment at the village level, especially in Aceh Selatan district, is far from feasible when compared to the work environments of large companies both from within and outside the country. The work environment at the village level is still very simple which is only supported by simple work equipment such as PCs with low specifications, air conditioners only use fans, there are even village offices that do not have air conditioning at all. In addition, it is often seen that the condition of the village office has never been maintained where the grass grows lengthwise, and even garbage is scattered everywhere. Almost all village offices in Aceh Selatan district do not have internet facilities. Where internet facilities are now no longer something that can be said to be luxurious anymore.

2. LITERATURE

Villages Apparatus Performance

The Village Apparatus is required to have good performance to realize village development, both in terms of the economic development of the village community and infrastructure development in the village itself. Performance according to (Robbins & Judge, 2017) is the result of an employee's work during a certain period compared to various possibilities such as predetermined standards, targets, goals, and criteria. Performance is often thought of as the achievement of tasks, where the term task itself comes from the thought of activities required by workers (Gibson, Ivancevic, & Konopaske, 2012). (Hilmi & Adam, 2015) defines performance as a record of the results obtained from job functions or activities over a certain period. The performance of the village apparatus in running the village government can also be influenced by several factors, including the commitment of the village apparatus. As has been interpreted by many researchers, commitment is an adjective that refers to behavior that has confidence in carrying out its responsibilities to achieve organizational goals. Many studies have proven that commitment has an important role in achieving both individual performance and organizational performance.

This research was proven by (Hanum et al., 2019), (Mustafa, Sulaiman, & Nurdin, 2019) and (Setyobakti & Murniati, 2018). Therefore, village officials need to have a high commitment in carrying out their duties both in providing services and in development. In addition to the above factors, organizational justice is also a factor that affects the performance of village officials; In every institution, be it government or private institutions, justice is often very difficult to achieve, especially when assessed from the point of view of every employee in these institutions.

Organizational justice is an individual's perception of justice that is applied in his work environment, whether procedural, distributive, or interactional. Justice that is enforced in an institution will be able to increase the impact on the resulting performance (Mehmood & Ahmad, 2016). This opinion is in line with the results of research that has been carried out by (Baba & Ghazali, 2017), (Mada, Sintaasih, & Subudi, 2017), (Ghazi & Jalali, 2017), (Wiwiek & Sondakh, 2015) which in their research also proves that organizational justice affects employee work motivation.

To see the level of employee performance, indicators of performance need to be measured. According to (Gomes, 2003), employee performance can be measured using seven indicators, namely:

1. Quantity of work
2. Quality of work.
3. Creativity
4. Cooperation
5. Constancy
6. Initiative
7. Personal qualities

Village Apparatus Commitment

The commitment of Village Apparatus refers to an adjective that reflects the attitude in carrying out their responsibilities. In other words, individual commitment is a measure of a person's psychological attachment to his organization. High commitment provides a strong motivation to continue to survive in an organization and achieve organizational goals. (Robbins & Judge, 2017), states that individual commitment is an attempt to define and involve oneself in the organization and there is no desire to leave it. Meanwhile, according to (Luthans, 2013), Individuals with high commitment will have a positive impact on work, namely giving their best effort to complete tasks quickly and according to what is targeted. Justice that is upheld in an institution will be able to increase commitment. This is evidenced by the results (Kurniawan & Srihandayani, 2020) which state that organizational justice must always be considered by company owners and position owners in the company, considering organizational justice is one of the factors that can affect employee commitment.

Therefore, in making decisions and making rules, nothing should be privileged, so that employees can commit to the organization and give their best performance for the organization. A similar opinion was also expressed by (Suifan, 2019) where he stated that organizational justice influences the formation of an employee's commitment in carrying out his duties and his loyalty to the organization where he works. Another factor that affects the performance of the village apparatus is the work environment. A satisfactory work environment for employees can increase the work commitment and performance of the employee, otherwise, an inadequate work environment will reduce work commitment and ultimately reduce the performance of the employee. Therefore, improving the work environment, especially those of an information technology nature, must be paid great attention to by every management of the organization because it will be very difficult to expect workers who are sensitive to the latest developments, able to compete in the development of innovation, and the reliability of workers if they are not

supported by adequate facilities.

Measurement of employee commitment uses four indicators developed by (Mowday, Porter, & Steers, 2013), namely:

1. Strong desire to be an employee
2. Desire to try hard at work.
3. Acceptance of organizational values.
4. Acceptance of organizational goals.

Organizational Justice

Organizational justice (organizational justice) is one of the concepts in organizational behavior that has developed very rapidly in recent years. The results of various studies and reviews of the concepts and empirical results of Organizational Justice show that the perception of distributive, procedural, interpersonal, and informational justice which is seen as the main component of Organizational Justice is associated with various kinds of outcomes of a job, such as the implementation of an activity, the behavior of a group, work attitudes and stress (Cropanzano, Rupp, Thornton, & Shao, 2016). Organizational Justice also plays an important role in determining various attitudes and behaviors of individuals in the work environment.

Organizational Justice is a concept that concerns employees' perceptions of the extent to which organizations treat them fairly in the organization and how these perceptions affect employees' commitment and satisfaction (Greenberg, 1990) in (Najafi, Noruzy, Azar, & Nazari-Shirkouhi, 2011). Then (Lam, Schaubroeck, & Aryee, 2002) stated that the perception of justice has long been an explanatory variable (rejecting or accepting the results of previous research) in organizational research, including Organizational Justice describing individual or group perceptions of the fairness of behavior they receive from an organization. Organizations and their behavioral reactions to these perceptions. According to (Taamneh & AL-Gharaibeh, 2014) Employees who do not receive fair treatment in their work environment tend to show behavior that is detrimental to the organization. This unfair treatment will affect their commitment and the quality of their performance. When individuals perceive an injustice, their morale will drop, they are more likely to leave their jobs, and may even take revenge against the organization.

Organizational Justice is a concept of justice that is divided into several dimensions. Each dimension perceives the level of treatment related to the dignity, concern, and respect of the organization towards employees. (Meshkati, Eskandari, & Mostahfezian, 2014) explains that to measure Organizational Justice using indicators (1) responsibility, (2) rewards, (3) involvement, (4) fairness, (5) opportunity, (6) courtesy, (7) communication, (8) procedures. Meanwhile, (Greenberg, 1990) argues, Organizational Justice can be divided into three dimensions, namely distributive justice, procedural justice, and interpersonal justice.

Work Environment

According to (Sedarmayanti, 2016) an employee can carry out his activities well so that an optimal result is achieved if it is supported by an appropriate Work Environment condition. Work Environment can play an important role in the quality of employee work (Potu, 2013). In his book (Nitisemito, 2010) states the work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. Meanwhile, according to (Dwinguspana, Sumari, &

Prihantoro, 2016) explains the work environment is everything that is around the workplace and can affect him in carrying out the tasks assigned to him.

According to (Nitisemito, 2010) in (Rafiie, Nasir, & Sofyan, 2018) Work Environment includes everything that is in the worker's environment that can affect him in carrying out the tasks assigned to him. Human relations with the environment are very close to the state of the surrounding environment can affect human life. Humans will always try to adapt to all forms and environmental conditions. In doing work, humans cannot be separated from their surroundings, both relationships between employees and relationships with the outside environment. A good relationship will create a good work environment too.

According to (Handoko, 2003) in (Rafiie et al., 2018) Work Environment can be measured as follows:

1. Lighting/lighting in the workplace
2. Temperature at work
3. Humidity at work
4. Air circulation in the workplace
5. Noise at work
6. Smells at work
7. Coloring in the workplace
8. Decoration at work
9. Music at work
10. Safety at work

Research Paradigm and Hypothesis

From the facts explained and the theories, the authors formulate the research model and hypotheses as follows.

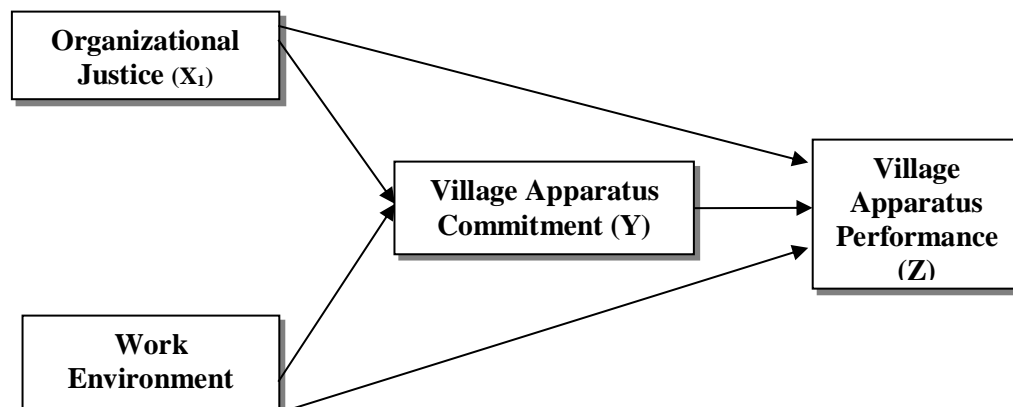


Figure 1. Research Model

H1 : Organizational Justice affects Village Apparatus Commitment

H2 : Work Environment affects Village Apparatus Commitment

- H3 : Organizational Justice affects Village apparatus Performance
- H4 : Work Environment affects Village apparatus Performance
- H5 : Village Apparatus Commitment affects Village apparatus Performance
- H6 : Village Apparatus Commitment partially mediates the Organizational Justice effect on Village apparatus Performance
- H7 : Village Apparatus Commitment fully mediates the Work Environment effect on Village apparatus Performance

3. METHOD

The population was village apparatus in all sub-districts in Aceh Selatan district, totaling 3156 people. The number of samples used was 232. The sample was determined with the non-probability sampling method (Sugiyono, 2017). The data required/collected for analysis includes primary data and secondary data. The Primary data were collected directly through a questionnaire, and secondary data were obtained from the documentation. Data were analyzed with The Structural Equation Modeling (SEM) thru AMOS software. This data analysis equipment is an inferential statistical tool used for hypothesis testing (Hair, Hult, Ringle, & Sarstedt, 2016). The model was tested to verify the previous theories.

4. RESULTS

Pengaruh		Estimate	S.E.	C.R.	P	R-Square
Village Apparatus Commitment	<--- Organizational Justice	0,327	0,094	3,390	0,000	0,460
Village Apparatus Commitment	<--- Work Environment	0,448	0,100	4,039	0,000	
Village Apparatus Performance	<--- Organizational Justice	0,185	0,072	1,997	0,043	0,674
Village Apparatus Performance	<--- Work Environment	0,056	0,067	0,162	0,871	
Village Apparatus Performance	<--- Village Apparatus Commitment	0,713	0,094	5,815	0,000	

Table 1 shows the R square value for the effect of Organizational Justice and Work Environment on Village Apparatus Commitment is 0.460. This shows that together the Organizational Justice and Work Environment variables can explain the Village Apparatus Commitment variable by 46.0%, while the remaining 54.0% is explained by other variables outside the study. The R square for the effect of Organizational Justice, Work Environment, and Village Apparatus Commitment on Village apparatus Performance is 0.674. This shows that together the Organizational Justice,

Work Environment, and Village Apparatus Commitment variables can explain the Village apparatus Performance variable by 67.4%, while the remaining 32.6% is explained by other variables outside the study.

Organizational Justice Effect on the Village Apparatus Commitment

Testing the Organizational Justice effect on Village Apparatus Commitment provides a Critical Ratio (CR) value of 3,390 with a significance (P) of 0.000. Thus, it explains that Organizational Justice affects increasing the Village Apparatus Commitment. The coefficient is 0.327 or 32.7%. This reveals that better Organizational Justice will have a positive and real impact on increasing the Village Apparatus Commitment.

Work Environment Effect on Village Apparatus Commitment

Testing the Work Environment effect on Village Apparatus Commitment provides CR 4.039 with P 0.000. Thus it explains that the Work Environment affects increasing the Village Apparatus Commitment. The coefficient is 0.448 or 44.8%. This reveals the higher the Work Environment level, the more Village Apparatus Commitment will be.

Organizational Justice Effect on Village apparatus Performance

Testing the Organizational Justice effect on Village apparatus Performance provides CR 1.997 with P 0.043. Thus, it explains that Organizational Justice affects Village apparatus Performance. The coefficient is 0.185 or 18.5%. This reveals the higher the level of Organizational Justice will increase the Village apparatus Performance.

Work Environment Effect on Village apparatus Performance

Testing the Work Environment effect on Village apparatus Performance provides CR 0.162 with P 0.871. Thus, it reveals that the Work Environment does not affect Village apparatus Performance because the significance value obtained is < 0.05 . So work environment does not play a role in increasing village apparatus performance.

Village Apparatus Commitment Effect on Village apparatus Performance

Testing the Village Apparatus Commitment effect on Village apparatus Performance provides CR 5.815 with P 0.004. Thus, it explains that Village Apparatus Commitment affects Village apparatus Performance. The coefficient is 0.713 or 71.3%. This reveals the higher the Village Apparatus Commitment will have a role on the Village apparatus Performance.

Organizational Justice Effect on Village apparatus Performance through Village Apparatus Commitment

The Sobel test provides the result of Test Statistic 3.160 and P 0.001. Thus, Village Apparatus Commitment acts as a mediator in the relationship of Organizational Justice and Village apparatus Performance. Thus, because Village Apparatus Commitment affects and acts as a mediator, Organizational Justice affects Village apparatus Performance, then the role of Village Apparatus Commitment in mediating the relationship of Organizational Justice and Village apparatus Performance is partially mediating. Partial mediation means that the relationship of Organizational

Justice and Villages Apparatus Performance is not fully mediated by the Village Apparatus Commitment. The result of the Sobel calculator is figured in Table 2 below:

Table 2 . Result of Hypothesis 6

Input:		Test statistic:	Std. Error:	p-value:
a	0.327	Sobel test: 3.16203503	0.07373448	0.00156671
b	0.713	Aroian test: 3.13957244	0.07426202	0.00169195
s _a	0.094	Goodman test: 3.18498677	0.07320313	0.00144761
s _b	0.094	Reset all	Calculate	

Work Environment Effect on Village apparatus Performance through Village Apparatus Commitment

The Sobel test provides the result of Test Statistic 3.857 and P 0.000. Thus, Village Apparatus Commitment acts as a mediator between Work Environment and Village apparatus Performance. Thus, because the Village Apparatus Commitment affects and acts as a mediator, Work Environment does not affect Village apparatus Performance, so the role of the Village Apparatus Commitment in mediating the relationship of Work Environment and Village apparatus Performance is fully mediating. Full mediation means that the relationship of Work Environment and Villages Apparatus Performance is fully mediated by the Village Apparatus Commitment where the influence of Work Environment on Villages Apparatus Performance can be explained by the Village Apparatus Commitment indirectly. The result of the Sobel calculator is figured in Table 3 below:

Table 3 Result of Hypothesis 7

Input:		Test statistic:	Std. Error:	p-value:
a	0.448	Sobel test: 3.85742036	0.08280767	0.00011459
b	0.713	Aroian test: 3.83280485	0.08333949	0.00012669
s _a	0.100	Goodman test: 3.88251632	0.08227242	0.00010338
s _b	0.094	Reset all	Calculate	

Structural Model Test

Furthermore, the test results of each of the hypotheses above will be presented briefly in Table 4 regarding the conclusions of the hypothesis below.

Table 4. Hypothesis Conclusion

No	Hypothesis	CR Cut off >1.96	P-Value Cut off < 0,05	Result
1	Organizational Justice (X1) affects Village Apparatus Commitment (Y)	3.390	0,000 (Sig, < 5%)	H ₁ Accepted
2	Work Environment (X2) affects Village Apparatus Commitment (Y)	4.039	0,000 (Sig, < 5%)	H ₂ Accepted
3	Organizational Justice (X1) affects Village apparatus Performance (Z)	1.997	0,043 (Sig, > 5%)	H ₃ Accepted
4	Work Environment (X2) affects Village	0.162	0,871	H ₄ Rejected

No	Hypothesis	CR Cut off >1.96	P-Value Cut off < 0,05	Result
	apparatus Performance (Z)		(Sig, > 5%)	
5	Village Apparatus Commitment (Y) affects Village apparatus Performance (Z)	5.815	0,000 (Sig, < 5%)	H ₅ Accepted
6.	Organizational Justice (X1) affects Village apparatus Performance (Z) through the Village Apparatus Commitment (Y)	3.162	0.001	H ₆ Accepted (Partial Mediation)
7.	Work Environment (X2) affects Village apparatus Performance (Z) through Village Apparatus Commitment (Y) variable)	3.857	0.000	H ₇ Accepted (Full Mediation)

5. CONCLUSIONS

The results can be figured from the discussion are :

1. Organizational Justice affects Village Apparatus Commitment
2. Work Environment affects Village Apparatus Commitment
3. Organizational Justice affects Village apparatus Performance
4. Work Environment does not affect Village apparatus Performance
5. Village Apparatus Commitment affects Village apparatus Performance
6. Village Apparatus Commitment partially mediates the Organizational Justice effect on Village apparatus Performance
7. Village Apparatus Commitment fully mediates the Work Environment effect on Village apparatus Performance

From these results, it is evident that only the work environment does not have a direct role in improving village apparatus performance, but must go through the role of village apparatus commitment so that in this model village apparatus commitment acts as a full mediator. From other models, apparatus commitment is also proven to be a partial mediator on the role model of organizational justice in improving village apparatus performance. So it can be explained that the model for improving village apparatus performance in Aceh Selatan district is a function of strengthening organizational justice, adjusting the work environment, and strengthening village apparatus commitment. This evidence can be used as a reference for academics and further researchers to develop theories in the field of human resource management.

Some recommendations for practitioners, especially research subjects, namely village apparatus in Aceh Selatan district which can be mapped are as follows.:

- 1.The Organizational Justice variable has the lowest average value on the procedure indicator. This shows that the leadership explains organizational procedures and regulations inappropriately and unreasonably to the respondents. This can be a concern for organizations to provide training to organizational leaders to understand organizational procedures and regulations.
- 2.The Work Environment variable has the lowest average value on the safety indicator in the workplace, this shows that security in the workplace is less comfortable for every employee in carrying out their duties. This can be an input for the organization to further improve safety in the workplace for employees.
- 3.The Village Apparatus Commitment variable has the lowest average value on the indicator of

acceptance of organizational values, whereas village officials are less able to accept organizational values.

4. The Village apparatus Performance variable has the lowest average value on the constancy indicator where employees are less consistent and firm in realizing village development. This can be an input for the organization so that it can provide additional incentives to employees who can contribute more to village development.

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