



# MODERATING ROLE OF COMMUNITY PARTICIPATION IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, GOOD CORPORATE GOVERNANCE, AND APPARATUS PERFORMANCE

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**Abstract:** *This study aims to analyze the influence of organizational commitment and Good Corporate Governance (GCG) on the performance of village officials, and to test the moderating role of community participation in the relationship. This study uses a quantitative approach with a survey method, involving 72 respondents consisting of officials and the community in Pakisaji District, Malang Regency. The data analysis technique uses Moderated Regression Analysis (MRA). The results of the study indicate that organizational commitment and the implementation of GCG principles have a significant effect on improving the performance of officials. Community participation also has a positive effect on the performance of officials, and significantly moderates the relationship between organizational commitment and official performance. However, community participation does not significantly moderate the relationship between GCG and official performance, indicating that the effectiveness of participation depends on the quality and structure of community involvement. These findings provide empirical contributions to the development of participatory and accountable village governance, as well as strengthening the role of internal and external factors in driving official performance.*

**Keywords :** *organizational commitment, good corporate governance, community participation, apparatus performance, village fund management*

## INTRODUCTION

Village fund management is an important instrument to support participatory, transparent, and sustainable village development. Since the enactment of Law Number 6 of 2014 concerning villages, the central government has given authority and a fairly large budget allocation to villages to manage their development at the local level. However, various problems still exist in this field, such as low program effectiveness, misuse of funds, and lack of accountable reporting. This shows that the main challenge in managing village funds lies not only in the administrative or technical aspects but also in the quality of human resources, especially the performance of village officials. One important factor that is thought to influence the improvement of official performance is organizational commitment, namely, the extent to which officials have an emotional attachment and responsibility to the goals and values of the village organization.

However, organizational commitment alone is not necessarily able to guarantee the achievement of optimal performance without good governance, especially in terms of accountability and transparency of village financial management. Accountability functions as a mechanism of accountability that encourages officials to carry out their duties in accordance with rules and measurable results, whereas transparency creates an open information space for the community to monitor the process and use of funds. These two factors are believed to strengthen or weaken

the relationship between organizational commitment and apparatus performance. Thus, it is important to empirically examine how organizational commitment affects village officials' performance and the extent to which accountability and transparency act as moderating variables in the relationship. This study is expected to contribute to efforts to increase the capacity and governance of village governments that are more professional, open, and oriented towards public services.

The relationship between Good Corporate Governance (GCG) and the performance of the apparatus lies in the application of GCG principles, such as transparency, accountability, and fairness, which encourage the apparatus to be more open and responsible in carrying out their duties. Effective implementation of GCG improves the quality of decisions, efficiency of public services, and proper use of resources, thereby improving the performance of the apparatus. Additionally, GCG strengthens public trust, which motivates the apparatus to work better, creates a more professional and integrity-based work environment, and ultimately improves the overall performance of the government.

Despite having shown a high level of organizational commitment, the phenomenon of low performance of village officials is a highlight of village governance, especially in the context of village fund management. Organizational commitment, which reflects the loyalty and attachment of officials to the values and goals of the organization, should encourage increased performance through optimal public services. However, in various regions, the performance of officials has not shown maximum results, one of which is the weak system of village fund management that is not accountable and less transparent (Dewi, 2023). The mismatch between the level of commitment and performance output indicates that other variables influence or moderate the relationship.

Community participation plays an important role in improving the performance of the apparatus, because public involvement in the decision-making process and evaluation of the performance of the apparatus encourages transparency, accountability, and responsiveness. When the community actively participates, it provides constructive input, as well as monitors and assesses the performance of the apparatus, which in turn improves the quality of public services. The participatory Theory (Arnstein, 1969) explains that a high level of community participation encourages better decision-making and improves organizational performance. Research by Chompunth et al. (2022) showed that community participation directly contributes to increasing the effectiveness of government projects in Thailand by involving citizens in planning and implementation. Thus, substantial community participation strengthens the performance of the apparatus through social oversight mechanisms and increases legitimacy in public services.

Accountability and transparency in village fund management are important factors that can strengthen or weaken the impact of organizational commitment on village apparatus performance. When village financial governance is carried out openly and accountably, the apparatus's commitment is more easily realized in the form of effective actions and policies that favor the community (Dwiyanto, 2006 ;Putri & Susilowati, 2021). Conversely, weak accountability and transparency can obscure the direction of the apparatus's work and reduce public trust, even though the apparatus has strong commitment. Therefore, it is important to examine the extent to which accountability and transparency can moderate the relationship between organizational commitment and village apparatus performance in the context of increasingly complex and strategic village fund management.

Several studies from 2021 to 2025 have shown that organizational commitment has a significant influence on the performance of government officials. Research by Putri & Susilowati, (2021) showed that organizational commitment positively affects the performance of village officials, especially in the context of public services and the implementation of village budget-based programs. Officials with high commitment tend to work more consistently and responsibly towards their duties. Furthermore, Wibowo & Arumsati (2022) added that affective commitment, namely emotional attachment to the organization, has a stronger influence than other types of commitment in improving performance, especially if supported by a participatory organizational culture.

Rahayu & Santoso (2023) found that organizational commitment has a significant impact on improving the performance of village employees in terms of work efficiency and quality of service to the community. Their research emphasizes that loyalty to the organization can be strong social capital in improving the performance of the village bureaucracy. Furthermore, a study by Lestari & Hidayat (2024) shows that organizational commitment not only has an impact on individual performance but also encourages collaboration and innovation in work teams, especially in local public agencies. The latest findings by Maulana (2025) and Lau & Murnighan (2008) also strengthen this argument by proving that organizational commitment acts as a major predictor of apparatus performance, and that its influence increases when the work environment is based on a transparent and accountable governance system.

Thus, the consistency of findings from year to year shows that organizational commitment is an important foundation for building a professional and service-oriented village apparatus.

Previous studies conducted between 2021 and 2025 indicated that the implementation of Good Corporate Governance (GCG) principles has a positive impact on the performance of the government apparatus. Ramadhan & Yuliana (2021) find that the core elements of GCG transparency, accountability, and responsibility significantly enhance the effectiveness of civil servants at the regency level. Similarly, Siregar & Kurniawan (2022) emphasized that effective GCG implementation fosters a healthy organizational culture, strengthens integrity, and reduces maladministration, which ultimately leads to better individual and institutional performance. Furthermore Fauziah & Nugroho (2024) in a study of central government institutions, highlighted that the success of GCG practices largely depends on leadership commitment and active employee participation, both of which contribute to increased productivity and improved public service delivery. These findings underline that GCG is not merely a managerial concept but also a strategic instrument to comprehensively improve the performance of government officials.

Previous studies have highlighted that community participation plays a crucial role in improving the performance of government apparatus. Anshori & Dewi (2021) reveal that active public involvement in planning and monitoring regional development encourages civil servants to work more professionally and accountably. Maulana & Fitriani (2023) find that community participation contributes to policy transparency, which in turn increases public trust and motivates civil servants to deliver more responsive and efficient services. Furthermore, Susanto & Ayuningtyas (2025) emphasized that collaboration between the community and civil servants in various public service programmes fosters a more open and adaptive work environment, positively impacting the productivity and performance of government employees. These findings reinforce the understanding that community participation is not only a democratic element but also a strategic instrument for optimizing public sector performance.

The arrest of the Head of Wadung Village, Pakisaji District, Malang Regency on May 25, 2024, on suspicion of misuse of village funds worth IDR 646 million, highlights the importance of transparent and accountable management of village funds. This incident illustrates how poor fund management can occur when there is a lack of oversight and low community awareness regarding its governance. (Radar, 2024) This study aims to determine the effect of organizational commitment and Good Corporate Governance (GCG) on the performance of village government officials, moderated by community participation in managing village funds. This case study of villages in Pakisaji District is expected to provide a better understanding of the importance of organizational commitment, GCG, and community participation in achieving a balanced approach between transparency, accountability, and effective governance systems. This study offers novel insights by examining the moderating role of community participation in the relationship between GCG and village apparatus performance in a local context, which has not been widely studied before.

## THEORETICAL FRAMEWORK AND HYPOTHESES

The influence of organizational commitment on the performance of the apparatus in managing village funds can be understood from the perspective of Organizational Commitment Theory. This theory states that the level of commitment of an individual to his/her organization influences the extent to which the individual tries to fulfill the organization's goals, which, in this case, is the efficient and transparent management of village funds. Organizational commitment includes affective, calculative, and normative commitment, which affects the overall quality of work of the village apparatus. If village apparatus have a high commitment to organizational goals, they tend to be more responsible in managing village funds and ensuring that the funds are used optimally for the benefit of the community (Meyer & Allen, 1991)

Organizational commitment to managing village funds cannot be separated from accountability and transparency. Accountability is the obligation to be responsible for every action or decision taken in managing village funds, whereas transparency relates to openness in the process. Accountability and transparency function as moderation that ensures that organizational commitment is translated into correct and controlled practices. Without adequate accountability, even though there is a high commitment, the potential for the misuse of village funds remains. On the other hand, transparency provides space for the community to participate in monitoring the use of funds, increasing trust in village officials, and strengthening their commitment to achieving common goals (Lau & Murnighan, 2008)

The relationship between Good Corporate Governance (GCG) and the performance of the government apparatus is also well explained by Stakeholder Theory, which emphasizes that organizations should create value for shareholders and all stakeholders involved, including the community, employees, and government bodies (Freeman, 1984). In the context of village governance, the apparatus must consider the interests and expectations of various stakeholders such as village residents, government regulators, and other community groups. Implementing the GCG principles of transparency, accountability, and fairness helps balance these diverse stakeholder interests and enhance trust and collaboration. This balanced approach leads to improved decision-making and performance outcomes, as the apparatus operates in a manner that aligns with the broader social and ethical responsibilities of stakeholders (Donaldson & Preston, 1995). Consequently, applying Stakeholder Theory alongside agency theory enriches the understanding of how GCG positively impacts the performance of public officials by promoting inclusiveness and responsiveness.

Theories that are relevant to explaining the relationship between community participation and the performance of government officials include Participatory Theory and the Good Governance Theory. Participatory Theory asserts that involving citizens in decision-making processes and government program implementation can enhance public officials' legitimacy, accountability, and overall effectiveness. In this context, public participation serves as a form of social control that encourages officials to work more transparently, efficiently, and to respond to community needs. Active participation also enables constructive feedback, allowing public officials to adapt better to social changes and public expectations.

Meanwhile, Good Governance Theory, developed by institutions such as the UNDP and the World Bank, emphasizes the importance of transparency, accountability, and public participation in improving the quality of public services. Government officials operating within governance systems that adhere to these principles tend to exhibit better performance because of increased public scrutiny and pressure to deliver high-quality services. Citizen involvement in governance is increasingly being recognized as a crucial component in improving bureaucratic performance. Substantive participation, in which citizens are actively engaged in policy formulation, implementation, and evaluation, has been shown to strengthen the accountability and responsiveness of public officials. Putra (2023) found that public involvement in village fund management in Indonesia tends to be tokenistic, serving more as an administrative formality than influencing actual policy decisions. This aligns with Firanti & Biduri (2024) findings, which emphasize that the principles of Good Governance, such as transparency and accountability, cannot be effectively implemented without meaningful citizen participation in every stage of the policy cycle. Therefore, enhancing the structure and quality of participation is a strategic priority for promoting more inclusive and efficient bureaucratic reforms.

Beyond quality, the form and channels of participation must be considered to address the challenges of the digital era. Nurhaliza et al. (2024) reveals that the use of social media and e-government platforms has opened new opportunities for wider and more real-time citizen engagement. However, this form of digital participation still requires strengthened political literacy and guaranteed public information disclosure to prevent one-way communication between the government and citizens. Dwitasari (2024), in her systematic literature review, highlights the importance of sustainable and deliberative institutional frameworks that ensure citizens are not just passive listeners but active partners in decision-making. Thus, efforts to improve bureaucratic performance through public participation must be comprehensively designed to cover structural, technological, and cultural dimensions that are adaptive to local governance contexts.

### **Hypotheses**

#### **1. Organizational commitment influences the performance of village officials**

Organizational commitment directly influences village officials' performance. Village officials with a high commitment to the organization tend to work better to achieve organizational goals, including managing village funds. This commitment can include affection for organizational goals, a sense of responsibility, and a moral obligation to advance the village through the effective use of funds. When officials feel bound to the vision and mission of the organization, they will work harder to ensure that village funds are used appropriately and in accordance with their designation. Astuti (2024) in Seluma Selatan District found that organizational commitment had a positive effect on the performance of village officials, with a contribution of 31.5% in improving the performance of village officials. In addition, research by Purnamasari & Suganda (2021) in the Garut Kota District showed that organizational commitment had a significant influence on the performance of officials, especially for officials with an internal locus of control. Another study by Elisa et al (2022) in Bengkulu City also revealed that organizational commitment has a positive effect on the performance of state civil servants (ASN), with a contribution

of 63.2%. These findings confirm that high organizational commitment can improve the performance of village officials, which in turn contributes to the effectiveness of village fund management and better public services.

**H1:** Organizational commitment has a positive effect on the performance of village officials.

2. GCG influences the performance of village officials

The application of the principles of Good Corporate Governance (GCG) provides direction and ethical standards for carrying out the duties of the apparatus, preventing abuse of authority, and increasing public trust in government institutions. For example, accountability encourages the apparatus to be responsible for the output of its performance, whereas transparency ensures that every work process can be monitored by the public, creating positive pressure to work according to procedures and targets. Thus, GCG is not only a relevant concept in the corporate sector, but is also very strategic in improving the performance of the government apparatus, both in terms of public service, work efficiency, and organizational integrity. Pratama (2024) showed that accountability and transparency have a significant effect on the performance of the apparatus. This is in line with the findings of Rilah & Ningsih (2024) who emphasize the importance of implementing GCG in increasing the efficiency and effectiveness of managing state-owned companies in Indonesia. At the global level, Khosrowjerdi (2022) finds that a good governance index is a strong and stable predictor of national information transparency, which has a positive impact on public sector performance. In addition, Levy et al. (2021) discussed the social implications of the use of algorithmic systems in public sector decision-making, highlighting the importance of accountability and transparency in modern digital governance.

**H2:** Good Corporate Governance (GCG) has a positive influence on village officials' performance.

3. Community participation influences the performance of the apparatus

Public participation has a close and significant relationship with government official performance. Active community involvement in the planning, monitoring, and evaluation of public policies creates an open and responsive government management system. When the public is directly involved, officials are encouraged to work more professionally, transparently, and accountably, because they know that their performance is monitored and assessed by the public. In addition, public participation can provide constructive feedback to officials to improve services and increase work efficiency. Therefore, the higher the level of public participation, the greater the encouragement for officials to improve the quality of their performance, create more targeted public services, and build trust between the government and its citizens.

Previous studies have shown that public participation has a positive impact on government officials' performance in various countries. In Asia, studies in Thailand (Chompunth et al., 2022) and Vietnam (Nguyen et al., 2024) have revealed that public involvement in policy planning and monitoring increases the effectiveness of and satisfaction with public services. In Africa, research in Kenya, Kiongo & Moi (2023) a report from International IDEA (2023) shows that citizen participation in local governance strengthens transparency and accountability, although structural challenges remain. In America, articles by Wendler (2024) in Texas and Levy et al. (2021) in the United States highlight the importance of public participation in improving transparency and data-based decisions in the public sector. Meanwhile, in Europe, a report from the European Environment Agency (2023) emphasizes that public participation in sustainability policies increases the legitimacy and effectiveness of policies. Overall, public involvement encourages officials to be more transparent and accountable, thus improving government performance, although challenges in awareness and access to information still need to be overcome.

**H3:** Community participation positively influences village officials' performance.

4. Community participation moderates the relationship between organizational commitment and village apparatus performance.

Public participation is an important element of good governance because it can encourage active public involvement in the planning, implementation, and evaluation of government programs. High public participation fosters a sense of responsibility and commitment from public organizations to the needs and expectations of the community, thereby strengthening the organization's commitment to providing the best service. A strong commitment from a public organization is reflected in the performance of the apparatus, which is more focused, consistent, and oriented towards results that benefit the wider community. Research by Alhasnawi et al. (2023) and Zuhri (2022) provides a theoretical basis for the potential of public participation as a strategic moderating variable that can increase the effectiveness of organizational commitment in driving apparatus performance.

**H4:** Community participation moderates the relationship between organizational commitment and village apparatus performance.

5. Community Participation moderates the relationship between GCG and organizational commitment

Public participation contributes significantly to increasing the accountability and transparency of government agencies because direct public involvement requires officials to be more open and responsible for carrying out their duties and managing the budget. This involvement functions as a social control mechanism that suppresses potential deviations, and encourages compliance with regulations and ethics. The resulting transparency also strengthens public trust in the government. Research by Triutami & Widarno (2024) shows that public participation, together with the implementation of GCG, apparatus competence, and supervision, significantly influence the effectiveness of village fund management. Although public participation has not been explicitly tested as a moderating variable, this finding suggests the great potential of public involvement to strengthen the relationship between GCG and apparatus performance, thus becoming an important opportunity for further research.

**H5:** Community participation moderates the relationship between Good Corporate Governance (GCG) and village apparatus performance.

## RESEARCH METHODS

This study employs a quantitative approach using statistical analysis to examine the influence of organizational commitment and good corporate governance (GCG) on village apparatus performance and the moderating role of community participation. The data used are Primary data were obtained through a closed-ended questionnaire. Purposive sampling was used, with a total of 72 respondents consisting of 60 village officials and 12 community representatives from 12 villages in Pakisaji Sub-district, Malang Regency. Respondents from the village government included the Village Head, Village Secretary, Treasurer, and BPD Planning Clerk, while community representatives were selected based on their involvement in and understanding of village fund management.

The research instrument was developed on the basis of relevant theories and previous studies. Organizational Commitment was measured using the three-component model of Meyer and Allen (1991), including affective, normative, and continuance commitment. The GCG was assessed based on the principles of transparency, accountability, responsibility, independence, and fairness. Community Participation covered participation in planning, implementation, and supervision, while Village Apparatus Performance was measured using indicators such as work quantity, quality, timeliness, initiative, and cooperation. All the variables were measured using a 5-point Likert scale. The questionnaire underwent validity testing (with corrected item-total correlation  $> 0.30$ ) and reliability testing (Cronbach's alpha  $> 0.70$ ) to ensure the measurement quality.

Data analysis was performed using Moderated Regression Analysis (MRA) to assess both the direct effects and interaction (moderation) effects among the variables. Prior to the regression analysis, classical assumption tests were performed, including the normality test (Kolmogorov–Smirnov), multicollinearity test (using Tolerance and Variance Inflation Factor), and heteroscedasticity test. A t-test was then used to determine the significance of the independent variables and the interaction term of the dependent variable. This analytical approach is expected to provide comprehensive insights into the interplay between GCG, organizational commitment, community participation, and the performance of village government officials in managing public funds.

## RESULTS AND DISCUSSION

**Table 1 Validity and Reliability Test**

Variables	<i>Alpha-Cronbach</i>	R count	information
Organizational Commitment( $X_1$ )	0.851	0.606	Reliable and valid
GCG ( $X_2$ )	0.832	0.560	Reliable and valid
Community Participation (Z)	0.735	0.650	Reliable and valid
Apparatus Performance (Y)	0.791	0.628	Reliable and valid

Source: SPSS Output (processed, 2025)

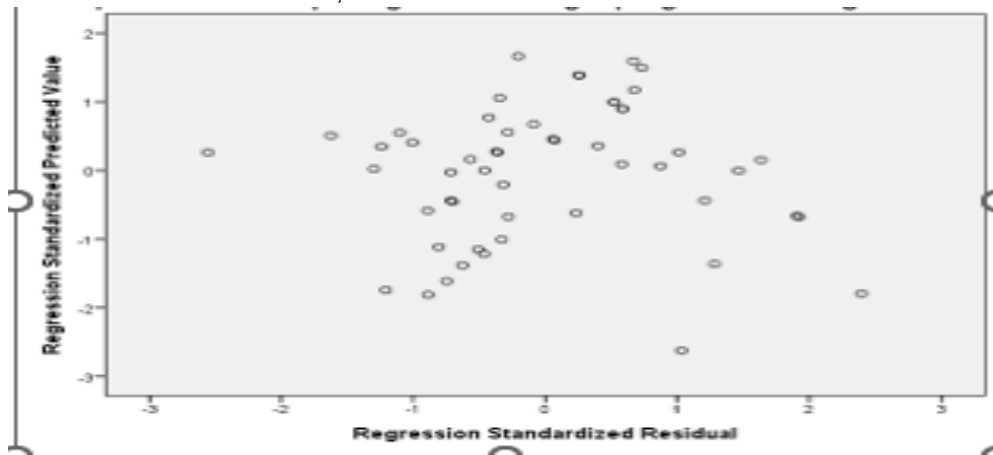
Based on table 1. The results of the analysis showed that all variables in this study were reliable and valid. Organizational Commitment ( $X_1$ ) has a Cronbach's alpha of 0.851 and R count of 0.606; Good Corporate Governance ( $X_2$ ) has a Cronbach's alpha of 0.832 and R count of 0.560; Community Participation (Z) has a Cronbach's alpha of 0.735 and R count of 0.650, and Apparatus Performance (Y) has a Cronbach's alpha of 0.791 and R count of 0.628. All of these variables are reliable for use in further analysis

**Table 2 Normality Test Results**

Statistic	Value
Kolmogorov-Smirnov Z	0.113
Asymp. Sig. (2-tailed)	0.081

Source: SPSS Output (processed, 2025)

Based on table 2, the results of the One-Sample Kolmogorov-Smirnov test show an Asymp. Sig. (2-tailed) value of 0.081, which is greater than 0.05, so it can be concluded that the residual data are not significantly different from the normal distribution. A Test Statistic value of 0.113 shows the difference between the data distribution and the normal distribution, with the largest difference (absolute value) of 0.113. Thus, the residual data can be considered to follow a normal distribution, based on the results of this test.



Source: SPSS Output (processed, 2025)

**Figure 1 Results of Heteroscedasticity Test**

Figure 1 is a scatterplot graph between the standardized residual value (Regression Standardized Residual) and the standardized predicted value (Regression Standardized Predicted Value) used to test the assumption of homoscedasticity in the regression. The points on the graph were randomly distributed around the zero line and did not form a particular pattern (such as a straight line, curve, or fan shape), indicating that the residual variance was constant throughout the range of the predicted values. Thus, it can be concluded that the assumption of homoscedasticity is met and the regression model does not experience heteroscedasticity problems.

**Table 3. Multicollinearity Test Results**

Variables	Statistical collinearity		Information
	Tolerance	VIF	
X <sub>1</sub>	,472	2,117	There is no multicollinearity
X <sub>2</sub>	,528	1,894	There is no multicollinearity
Z	,475	2,118	There is no multicollinearity
X <sub>1</sub> * Z	,520	1,990	There is no multicollinearity
X <sub>2</sub> * Z	,365	2,741	There is no multicollinearity

Source: SPSS Output (processed, 2025)

Based on Table 3, the results of the multicollinearity test show that all variables in the regression model have a tolerance value above 0.1 and a Variance Inflation Factor (VIF) value below 10. Specifically, variable X<sub>1</sub> (Organizational Commitment) has a tolerance of 0.472 and a VIF of 2.117; X<sub>2</sub> (GCG) has a tolerance of 0.528 and a VIF of 1.894; Z (Community Participation) has a tolerance of 0.475 and a VIF of 2.118; X<sub>1</sub> \* Z has a tolerance of 0.520 and a VIF of 1.990; and X<sub>2</sub> \* Z has a tolerance of 0.365 and a VIF of 2.741. These values indicate that there is no multicollinearity between the independent variables; therefore, all variables were suitable for use in the regression analysis.

## Discussion

### 1. The influence of organizational commitment on civil servant performance

Organizational commitment has a significant effect on civil servants' performance, because it reflects loyalty, responsibility, and high work motivation. This can be explained through the Three Components of Commitment Theory from Meyer & Allen (1991); Nosratabadi et al. (2020), which include affective commitment

(emotional attachment), normative commitment (sense of obligation), and continuance (consideration of profit and loss). These three aspects encourage civil servants to work optimally, disciplined, and professionally, thus positively impacting public service performance. Thus, strengthening organizational commitment is an important strategy for improving the performance of civil servants.

**Table 4. Results of Multiple Regression Analysis**

Variable	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients (Beta)	t-value	p-value (Sig.)
(Constant)	7.034	1.363	—	5.160	0.000
X <sub>1</sub>	0.676	0.117	0.651	5.777	0.000
X <sub>2</sub>	0.788	0.123	0.768	6.406	0.000
Z (Moderator)	0.551	0.115	0.547	4.791	0.000
X <sub>1</sub> × Z	0.447	0.111	0.421	4.027	0.000
X <sub>2</sub> × Z	0.112	0.109	0.105	1.579	0.303

Source: SPSS Output (processed, 2025)

The results of this study support research by Nosratabadi et al. (2020) in Iran, showing that leaders' cultural intelligence has a significant positive impact on organizational performance, which is mediated by organizational structure. In Africa, a study by McClinton et al. (2018) in Ghana found that a high psychosocial safety climate contributes to improved employee performance and well-being. A study by Bru Netto et al. (2022) in the United States revealed that a psychosocial safety climate mediates the relationship between high-performance work practices and service recovery performance. In the Arab world, a study by Hessari et al. (2023) in Iran showed that technostress negatively impacts organizational commitment, but individual innovation can mediate this impact. Strengthening organizational commitment is an important strategy for improving the performance of government officials across cultural and geographic contexts.

## 2. The Influence of GCG on Civil Service Performance

The implementation of Good Corporate Governance (GCG) has a significant effect on improving the performance of civil servants through the establishment of effective, transparent, and accountable governance. GCG principles, such as transparency, accountability, and fairness, encourage civil servants to work professionally, disciplined, and oriented towards public service. This is in line with Agency Theory Jensen & Meckling (1976), who consider GCG as a mechanism to reduce conflicts of interest between civil servants and the community, as well as Stewardship Theory Davis et al. (1997), which emphasizes the importance of the role of civil servants as loyal and responsible public servants. Rachmawati & Baridwan (2021) also support the idea that GCG significantly improves employee performance through accountability and transparency. Thus, GCG is not only a control tool but also a means of empowering civil servants to achieve optimal performance.

The implementation of Good Corporate Governance (GCG) has been proven to have a positive effect on civil servants' performance in various regions of the world. In Asia, Putri (2024) shows that GCG practices improve the financial performance of companies through board diversity. In Africa, King Report guidelines strengthen the efficiency and accountability of the public sector. Al Hussain & Johnson (2009) found that efficient governance structures contribute to bank performance in the Arab world. Meanwhile, in China, Li (2025) revealed that ESG performance related to GCG principles increases financial flexibility, although it is weaker for SOEs. These findings support the agency and stewardship theory, which emphasizes that the implementation of GCG can strengthen the responsibility, accountability, and professionalism of civil servants, thus having a positive impact on improving overall organizational performance.

## 3. Community participation influences the performance of the apparatus

Public participation has a significant effect on the performance of the apparatus because it encourages transparency and accountability and improves the quality of service. This is in line with the Participatory Theory Arnstein (1969), which states that the higher the level of public participation, the greater its influence in the decision-making process and improving the performance of public institutions. In addition, Good Governance Theory emphasizes that public participation is one of the main principles of good governance, which can increase the effectiveness and efficiency of public services (UNDP, 1997). When a community actively provides input, criticism, and social control, the apparatus is motivated to work more professionally, responsively, and in

accordance with public needs. Therefore, public participation is not only an indicator of democracy, but also an important catalyst in driving the performance of government apparatus.

The results of this study support Miao (2023), showing that government-facilitated public participation increases satisfaction with public services, especially when supported by high political trust. In Thailand, Chompunth et al. (2022) found that public participation significantly improves the performance of government projects by involving citizens in project planning and implementation. Meanwhile, in Brazil, the implementation of participatory budgeting has increased local tax revenues by 39% in cities that have implemented it, indicating that public participation can strengthen the fiscal performance and accountability of the apparatus. These findings support Participatory Theory Arnstein (1969) and the principles of Good Governance (UNDP, 1997), which emphasize that public involvement in public decision making strengthens accountability, transparency, and the effectiveness of apparatus performance.

4. Community Participation moderates organizational commitment to civil service performance.

Public participation can act as a moderating variable that strengthens the relationship between organizational commitment and civil servant performance because public involvement creates positive pressure for civil servants to act in accordance with the values and goals of the organization. This is in line with Stakeholder Theory (Freeman, 1984), which emphasizes the importance of the role of stakeholders, including the community, in encouraging organizations to achieve optimal performance. Active public participation strengthens social control and public expectations of professional services, thereby strengthening the drive for civil servants, who already have a high commitment to work more effectively and responsibly. In addition, according to Expectancy Theory by Vroom (1964), public involvement can increase the perception of civil servants that their efforts will be recognized and have valuable results, strengthening their work motivation. Thus, public participation not only has a direct impact on performance but also strengthens the influence of organizational commitment on improving the quality of civil servant work.

The results of this study are in accordance with the suggestions of Alhasnawi et al. (2023) and Zuhri (2022), both of which provide a theoretical basis that community participation has the potential to be a strategic moderating variable that can increase the effectiveness of organizational commitment in driving apparatus performance. Community participation can be a moderating variable in the relationship between organizational commitment and apparatus performance.

5. Community participation moderates GCG in apparatus performance.

Community participation that does not moderate the relationship between Good Corporate Governance (GCG) and apparatus performance can be explained through Contingency Theory, which states that the effectiveness of a variable depends on its suitability to the context and environmental conditions of the organization (Donaldson, 2001). In this case, weak, unstructured, or symbolic community participation alone is insufficient to strengthen the influence of GCG on apparatus performance. Without a clear participation mechanism and policy support that encourages substantial public involvement, GCG principles, such as accountability and transparency, do not automatically encourage improved performance. This is reinforced by Legitimacy Theory, which states that if community participation is only used as a formality to gain legitimacy, there will be no significant change in apparatus behavior (Suchman, 1995). Thus, although GCG plays an important role in encouraging performance, the ineffectiveness of community participation cannot moderate the relationship.

The results of this study were not in accordance with those of previous studies. Triutami and Widarno (2024) show that public participation has not been explicitly tested as a moderating variable, suggesting the great potential for public involvement to strengthen the relationship between GCG and apparatus performance, thus becoming an important opportunity for further research.

In addition, it is important to consider other factors that can strengthen the role of community participation, such as the institutional capacity for village governance, the political literacy of citizens, public information transparency, and the support of participatory technologies. Future research can broaden the scope by examining community participation in terms of quality (depth of participation), form (deliberative vs. representative), and channels used (both offline and digital platforms). In local contexts such as the Pakisaji Sub-district, Malang Regency, approaches that take into account local wisdom and the community's socio-cultural characteristics are essential to ensure that participation is not merely a formality, but makes a real contribution to improving village governance.

The novelty of this study lies in the analytical approach that integrates organizational commitment, Good Corporate Governance (GCG), and community participation simultaneously to explain the performance of government officials and explores the moderating role of community participation in the relationship between GCG and apparatus performance. This study also adds empirical contributions by focusing on the local context at the sub-district level, especially in the Pakisaji area, Malang Regency, which has not been widely studied. In addition, the results show that community participation does not significantly moderate the relationship between GCG and apparatus performance, in contrast with some previous studies, thus adding a new perspective that the quality of participation can be a critical factor in the effectiveness of governance policies.

## CONCLUSION

This study shows that organizational commitment and the implementation of Good Corporate Governance (GCG) principles have a positive and significant effect on improving the performance of village officials. Community participation has also been proven to have a significant direct effect on officials' performance. Additionally, community participation significantly moderates the relationship between organizational commitment and official performance, indicating that public involvement strengthens the effectiveness of organizational commitment in improving performance. However, community participation does not significantly moderate the relationship between GCG and official performance, indicating that the effectiveness of GCG principles does not automatically increase through community participation if it is not supported by adequate participation quality and structure.

These findings confirm that improving village officials' performance requires synergy between internal factors, such as commitment and adherence to good governance principles, and external factors, particularly active and meaningful community participation. Therefore, village governance strategies should focus on strengthening organizational culture and developing structured and sustainable participatory mechanisms. To ensure that these efforts are effectively targeted, community capacity-building programs must be implemented through education and outreach tailored to local social and cultural contexts. Educational content should cover citizens' rights and responsibilities, principles of transparency and accountability, and the importance of the community's role in decision-making and village development oversight.

Furthermore, it is essential for village governments to establish and strengthen inclusive participatory forums such as thematic village deliberations, citizen working groups, and open dialogue platforms that enable two-way communication. Meaningful community engagement must be supported by accessible information channels, user-friendly reporting tools (e.g., digital platforms or public information boards), and digital literacy training to broaden public involvement. Regular evaluations of participatory mechanisms should also be conducted to ensure that the processes genuinely reflect community aspirations and contribute to improving the overall quality of village governance.

Although this study was conducted in 12 villages within a single sub-district, the geographic scope remains limited, restricting the generalizability of the findings to other village areas with different social, cultural, and governance characteristics. Moreover, the measurement of variables, such as community participation and the implementation of Good Corporate Governance (GCG) principles, relied on respondents' perceptions, which may introduce subjective bias. This study also did not explore the quality of community participation or the structure of participatory mechanisms in each village in depth, both of which could influence the effectiveness of participation as a moderating variable. Additionally, the use of a quantitative approach alone may not fully capture the complex social dynamics and contextual factors affecting village officials' performance.

Future studies should expand the research area to include other subdistricts or multiple regions to obtain more diverse and representative insights. Employing a mixed-methods approach would be beneficial in uncovering qualitative aspects, such as communication dynamics, participation barriers, and local cultural factors. Measurement tools for community participation should be further developed by incorporating indicators of participation quality, such as intensity, influence on decision-making, and sustainability of involvement. Furthermore, involving key stakeholders, such as community leaders, youth groups, and local NGOs, can enrich the perspective and offer a more comprehensive understanding of how to improve village officials' performance through participatory and accountable governance.

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