

# The Role of Technical and Managerial Competencies in Improving Village Government Performance through Village Governance in Pidie Regency

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## Abstrak

Penelitian ini bertujuan untuk menguji pengaruh kompetensi teknis dan kompetensi manajerial terhadap kinerja pemerintahan desa dengan tata kelola pemerintahan desa sebagai variabel mediasi. Latar belakang penelitian ini adalah pentingnya sumber daya manusia dan sistem tata kelola yang efektif dalam meningkatkan kualitas pelayanan dan pembangunan desa. Penelitian dilakukan di Kabupaten Pidie, Provinsi Aceh, dengan melibatkan 100 aparatur desa yang dipilih melalui teknik *proportional stratified random sampling*. Metode yang digunakan adalah pendekatan kuantitatif dengan teknik analisis *Partial Least Squares Structural Equation Modeling (PLS-SEM)* menggunakan software *SmartPLS 4.0*. Hasil penelitian menunjukkan bahwa baik kompetensi teknis maupun manajerial berpengaruh positif dan signifikan terhadap kinerja pemerintahan desa. Kompetensi teknis juga memiliki pengaruh signifikan terhadap tata kelola, dan tata kelola berperan sebagai mediator dalam hubungan antara kompetensi dan kinerja. Efek mediasi kompetensi teknis melalui tata kelola lebih kuat dibandingkan kompetensi manajerial. Temuan ini menegaskan bahwa tata kelola pemerintahan desa yang baik merupakan kunci dalam mengoptimalkan kompetensi aparatur menjadi kinerja yang unggul. Implikasi praktisnya, peningkatan kompetensi dan penguatan tata kelola harus menjadi fokus dalam kebijakan pembangunan desa.

**Kata Kunci:** Kompetensi Teknis; Kompetensi Manajerial; Tata Kelola; Kinerja; Pemerintahan Desa.

## Abstract

This study aims to examine the effect of technical competence and managerial competence on village government performance with village governance as a mediating variable. The background of this study is the importance of human resources and an effective governance system in improving the quality of village services and development. The research was conducted in Pidie District, Aceh Province, involving 100 village officials selected through *proportional stratified random sampling* technique. The method used was a quantitative approach with *Partial Least Squares Structural Equation Modeling (PLS-SEM)* analysis technique using *SmartPLS 4.0* software. The results showed that both technical and managerial competencies had a positive and significant effect on village government performance. Technical competence also has a significant influence on governance, and governance acts as a mediator in the relationship between competence and performance. The mediating effect of technical competence through governance is stronger than that of managerial competence. This finding confirms that good village governance is key in optimizing apparatus competencies into superior performance. The practical implication is that increasing competence and strengthening governance should be the focus of village development policy.

**Keyword:** Technical Competence; Managerial Competence; Governance; Performance; Village Government.

## 1. Introduction

Since the enactment of Law No. 6/2014 on Villages, there have been significant changes in the role and authority of villages. Village governments are now given full authority to manage resources, conduct development planning, and manage village finances independently. One important instrument in the implementation of this authority is the Village Fund, which is allocated by the central government with the aim of accelerating village development and improving community welfare through various effective and sustainable programs (Yustisia, 2015). Pidie District, with the largest number of villages in Aceh Province at around 730 villages, is one of the largest recipients of the Village Fund each year. However, the reality on the ground shows that the management of the Village Fund in Pidie District has not been fully optimized. Based on findings from the Supreme Audit Agency (BPK) and Regional Inspectorate reports, many villages still face obstacles in administration, financial reporting, and transparency in the use of village funds. This is mainly due to the limited competence of village officials, both in terms of technical and managerial aspects. The following is a table of village data audited by the Pidie District Inspectorate based on available information:

Table 1. Villages Audited by the Pidie District Inspectorate

No.	Name of Village	Subdistrict	Year of Audit	Main Findings	Return status
1	Village A	Subdistrict X	2023	Shortage of physical development volume, over-disbursement, unpaid taxes, problematic management of village-owned enterprises (BUMG)	Rp 400 million returned
2	Village B	Subdistrict Y	2023	Activities not implemented, local and central taxes underpaid	Not yet returned
3	Village C	Subdistrict Z	2023	Over-disbursement, incomplete administration	Not yet returned
4	Village D	Subdistrict A	2023	Use of funds not in accordance with the allocation, incomplete APBG documents	Not yet returned
5	Village E	Subdistrict B	2023	Deviations in BUMG management, activities not according to plan	Not yet returned

This data of Tabel 1 comes from an audit report published by the Pidie District Inspectorate in 2023, which revealed state losses of Rp 1.4 billion from the 12 gampong audited. Of this amount, around Rp 400 million has been returned to the gampong treasury, while the rest is still in the process of being resolved. ([waspada.id](https://waspada.id)+[3sinarpidie.co](https://3sinarpidie.co)+[3sinarpidie.co](https://3sinarpidie.co)+3). The technical competence of village officials includes the ability to prepare budgets, implement programs, and financial reporting, which is the main foundation for managing village funds in accordance with regulations and accountability principles. Meanwhile, managerial competencies include strategic planning, resource organization, and internal control, which determine the effectiveness of overall village governance. An imbalance or low level of these competencies negatively impacts village performance and the achievement of development goals. The main problem in this study is how the low capacity of technical and managerial competence of village officials in Pidie Regency has an impact on the less than optimal management of village funds. This condition ultimately hampers the performance of the village government as a whole. Many villages still face delays in reporting the use of Village Funds, unruly administration, and inadequate supervision. As a result, various village development programs have not run optimally in improving community welfare. Therefore, important questions arise regarding the influence of technical and managerial competencies on village fund management and its impact on village government performance.

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Various previous studies have shown a positive relationship between apparatus competence and village government performance. Maarif *et al.*, (2017);(Erawati Teguh, 2022);(Ramadhan & Arza, 2021) found that the technical competence of individuals in the organization, such as the ability in administration, budgeting, and financial reporting, has a positive and significant effect on the effectiveness of a region's program implementation. Meanwhile, Ramadan *et al.*, (2024) stated that the managerial competence of workers including the ability of strategic planning, coordination, and supervision has an impact on increasing the accountability and transparency of organizational fund management which ultimately improves organizational performance. In addition, research by Erawati Teguh, (2022);(Ali & Saputra, 2020);(Handayani *et al.*, 2023) shows that participatory, transparent, and accountable village fund management acts as a mediating variable that strengthens the relationship between apparatus competencies (technical and managerial) and village government performance. This confirms that the effectiveness of village fund management is the main key in realizing optimal village government performance, although the competence of the apparatus is also very important. In the context of Pidie Regency, with its large number of villages and diversity of socio-economic characteristics, the challenges of managing village funds are increasingly complex and important to address. Therefore, this research focuses on understanding how the technical and managerial competencies of village officials contribute to the performance of village governance through effective village fund management mechanisms. This research is expected to provide strategic recommendations for local governments in increasing the capacity of village officials while improving the governance of village funds in order to encourage the performance of village governments in a sustainable manner and improve the welfare of rural communities in Pidie Regency. Performance is the result of work achieved by a person or group in an organization in accordance with their authority and responsibility in order to achieve organizational goals legally, not against the law, and in accordance with normal (Purbadharmaja *et al.*, 2023) . According to Robbins *et al.*, (2017) performance is the level of success of a person in carrying out his job duties in accordance with the responsibilities given. According to Supriyadi & Zaharuddin, (2023) the performance of public sector organizations is measured based on the achievement of work targets which include aspects of productivity, efficiency, effectiveness, and service quality. According to Mardiasmo, (2021) government performance can be measured through: (1) Effectiveness of implementing village work programs, (2) Quality of public services (3) Timeliness in reporting and administration (4) Level of community participation (5) Transparency and accountability of budget management. The performance of the village apparatus is an important measure of the success of the village government in realizing good governance and satisfactory services for the community. In the context of village government, performance refers to the ability of the apparatus to carry out administrative tasks, public services, and village development efficiently and effectively.

Village governance is the process of administrative, financial, and development management carried out by village governments within the framework of the principles of transparency, accountability, participation, effectiveness, and efficiency (UNDP, 1997). Good governance is the main foundation in creating a professional and public service-oriented village government. According to the Minister of Home Affairs Regulation No. 113 of 2014 concerning Village Financial Management, good village governance includes participatory development planning, transparent financial management, and accountable implementation of activities (Ali & Saputra, 2020). Mardiasmo, (2021) states that the main components of good village governance include: (1) Transparency, namely the openness of the village government in providing relevant and publicly accessible information; (2) Accountability, namely the clarity of accountability for program implementation and budget management; (3) Participation, namely community involvement in all stages of the development process; and (4) Efficiency and effectiveness in the use of budgets and optimal management of village resources. Several previous studies corroborate that good governance practices have a significant effect on improving the performance of village governments. Handayani *et al.*, (2023) found that the implementation of good governance principles significantly improved the quality of public services and the effectiveness of village development programs. Good governance can improve performance (Gunawan *et al.*, 2017);(Silaen, 2016). Meanwhile, research by (Handayani *et al.*, 2023) showed that good governance has a close relationship with community

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perceptions, the level of citizen participation, and village government performance. The research shows that when the principles of good governance such as transparency, accountability, participation, and responsiveness are consistently applied, it will create a positive perception of the community towards the village government. This positive perception further encourages increased community participation in various village development programs, which in turn has an impact on improving the overall performance of the village government. Thus, village governance is not only an administrative framework, but a determining factor in the overall quality of village governance. Poor governance leads to waste, decreased public trust, and stagnation of village development, while good governance can be a lever for accelerating development and improving the performance of village officials. *H<sub>1</sub>: Governance has a positive and significant impact on Village Government Performance.* Technical competence is the knowledge, skills, and attitudes directly related to the performance of specific technical tasks in a job (Harrison *et al.*, 2022). In village government, technical competence includes the ability to prepare the Village Government Work Plan (RKPDs), prepare APBDs, manage village administration, and make financial accountability reports. According to Pokala, (2024) technical competence is one of the basic competencies that must be possessed in order to be able to carry out administrative and operational functions correctly and professionally. Technical competence is the knowledge and skills that a person must have to be able to perform their duties well and meet performance expectations ((Armstrong, 2022). Research by Sari & Susanti, (2022);(Kurniawan *et al.*, 2023); (Putra & Dinas, 2021);(Gunawan *et al.*, 2017); (Setiawan *et al.*, 2022) ) shows that competence has a positive and significant effect on performance. Apparatus with good technical understanding are better able to avoid administrative errors, prepare financial reports according to the provisions, and run village development programs efficiently (Maarif *et al.*, 2017). This is reinforced by the findings of Ramadhan & Arza, (2021), which state that technical competence contributes greatly to the accountable management of village funds, which directly implies an increase in the performance of village government organizations. Technical competence not only has a direct impact on performance, but also greatly affects the quality of local governance (Gunawan *et al.*, 2017). Village officials who have good technical skills are more careful in preparing planning documents, preparing the Village Budget and ensuring that the implementation of activities is in accordance with applicable regulations (Rasmini & Mimba, 2021). Research by Aryani *et al.*, (2020) found that the technical competence of village officials is closely correlated with the implementation of the principles of transparency and accountability in village financial management.

In addition to the direct effect, technical competence also affects village government performance through the mediation of village governance. In other words, good technical competence will improve the quality of governance, and good governance will have a positive impact on performance. Research by Ramadhan & Arza, (2021) indicates that the effect of apparatus competence on performance is stronger when mediated by transparent and participatory governance practices. In research (Gunawan *et al.*, 2017) it is explained that employees who master technical finance and development planning can create accountable governance, which indirectly improves public perceptions and increases the effectiveness of local government. *H<sub>2</sub>: Technical Competence has a significant impact on Village Government Performance.* *H<sub>3</sub>: Technical Competence has a Significant Impact on Village Governance.* Managerial competence includes the ability to plan, organize, direct, and control resources to achieve organizational goals effectively and efficiently (Pamuji & Limei, 2023). Managerial competence refers to a person's ability to plan, organize, direct, and control organizational activities effectively (Shet & Pereira, 2021). According to Robbins, Stephen P. & Judge, (2017) managerial competence is very important in organizations because it involves the ability to make strategic decisions, manage human resources, and coordinate the implementation of institutional tasks and functions. Research by Sari & Susanti, (2022);(Kurniawan *et al.*, 2023); (Putra & Dinas, 2021);(Gunawan *et al.*, 2017); (Setiawan *et al.*, 2022) shows that competence has a positive and significant effect on performance. Increased managerial competence driven by community empowerment and training has also improved the performance of BUMDes administrators as one of the important entities in the village government structure (Ramadan *et al.*, 2024). Research by Fauzi *et al.*, (2023) also confirms that the managerial ability of the apparatus contributes to the successful implementation of the Village Financial System (Siskeudes) more efficiently and in accordance with

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regulations (Pamuji & Limei, 2023). Furthermore, the relationship between managerial competence and performance is not only direct, but also mediated by village governance practices. Village officials who are able to implement good management will create a professional governance system, which in turn strengthens the performance achievements of village organizations. Handayani *et al.*, (2023) also found that good managerial competence strengthens the village's ability to manage the Village Fund in an accountable and participatory manner, which in turn has a positive impact on the performance of village government. This is supported by Purbadharmaja *et al.*, (2023) who assert that the better the village governance, the stronger the impact of apparatus competence on performance outcomes measured through the effectiveness of development programs and public services. In the context of village governance, these competencies include the ability to develop strategic development plans, manage internal conflicts, and optimize the overall performance of village officials. Managerial competence is also an important prerequisite in realizing good village governance. Village officials with this competency will be able to encourage community participation, increase transparency in fund management, and strengthen internal monitoring systems.

*H<sub>4</sub>: Managerial Competence has a significant impact on Village Government Performance*

*H<sub>5</sub>: Managerial Competencies have a Significant Impact on Village Governance*

*H<sub>6</sub>: Governance mediates the effect of Technical Competence on Village Government Performance*

*H<sub>7</sub>: Governance mediates the effect of Managerial Competence on Village Government Performance*

## 2. Research Methodology

This study uses a quantitative approach with a causal-comparative research type, which aims to examine the effect of technical competence and managerial competence on village government performance, both directly and indirectly through the mediating variable of village fund management. The study was conducted in Pidie District, Aceh Province, from April to June 2025, with a population of all village officials in 730 villages, including village heads, secretaries, treasurers, and heads of other technical affairs. The sample size was set at 100 people selected using proportional stratified random sampling techniques to be representative of various village categories based on the Village Development Index (IDM), such as independent, developed, and developing villages.

The data used is primary data obtained through the distribution of closed questionnaires with a Likert scale of 1-5, as well as secondary data from official documents such as IDM reports, Inspectorate reports, and BPK reports. The questionnaire measured respondents' perceptions of four main variables, namely technical competence, managerial competence, village fund management, and village government performance. The instruments were tested for validity and reliability through loading factor values, Average Variance Extracted (AVE), as well as Cronbach's Alpha and Composite Reliability, to ensure data feasibility (Hair Jr *et al.*, 2021).

The analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.0 software. This method was chosen because it is able to test the relationship between variables in complex models, including mediation effects, even though the sample size is not large and the data is not normally distributed. The analysis was conducted in two stages: outer model evaluation (for construct validity and reliability) and inner model evaluation (to test the influence between variables using bootstrapping) (Ghozali & Latan, 2015). The mediation test was conducted with an indirect effect approach, to determine the extent to which the management of village funds mediated the effect of technical and managerial competencies on village government performance.



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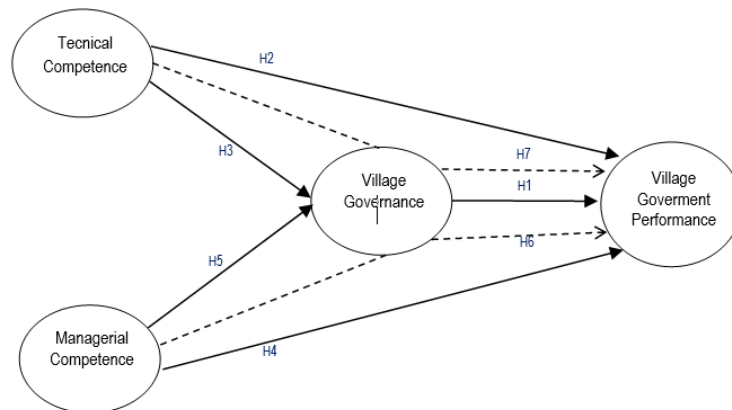


Figure 1. Research Conceptual Model

### 3. Results and Discussion

#### 3.1 Results

Table 2. Construct Validity and Reliability Testing Results

Variable	Valid Indicator	Std Loading	Construct Reliability (CR)	AVE
Technical Competence	X1.1	0,800	0,872	0,691
	X1.2	0,853		
	X1.3	0,852		
	X1.4	0,819		
Managerial Comptency	X2.1	0,970	0,976	0,928
	X2.2	0,974		
	X2.3	0,974		
	X2.4	0,935		
Village Governance	Y1.1	0,967	0,943	0,851
	Y1.2	0,786		
	Y1.3	0,966		
	Y1.4	0,959		
Performance of Village Government	Z1.1	0,933	0,954	0,842
	Z1.2	0,945		
	Z1.3	0,823		
	Z1.4	0,944		
	Z1.5	0,937		

The results of testing the measurement model (outer model) with the PLS-SEM approach in Table 2 show that all indicators on each variable have a standardized loading value above 0.70, which indicates that all indicators are individually valid in reflecting their constructs. The Technical Competence construct has a Composite Reliability (CR) value of 0.872 and an AVE of 0.691; Managerial Competence shows a CR of 0.976 and an AVE of 0.928; Village Governance has a CR of 0.943 and an AVE of 0.851; while Village Government Performance shows a CR of 0.954 and an AVE of 0.842. All CR values are above 0.70 and AVE above 0.50, indicating that all constructs have excellent internal reliability and convergent validity. Thus, the measurement model in this study can be concluded to have met the validity and reliability requirements, so it is feasible to proceed to the structural model testing stage (inner model).

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Table 3. Discriminant Validity Testing Results

Variable	Performance of Village Government	Managerial Competence	Technical Competence
Managerial Competence	0,673		
Technical Competence	0,767	0,689	
Village Governance	0,809	0,749	0,862

The results of the discriminant validity test are shown in Table 3 in this study analyzed using the Fornell-Larcker Criterion method, which requires the square root value of the AVE (Average Variance Extracted) on each construct to be greater than the correlation between the construct and other constructs. Based on the results shown, the AVE square root value for each construct is as follows: Village Government Performance of 0.917, Managerial Competence of 0.963, Technical Competence of 0.831, and Village Governance of 0.922. All of these values are higher than the correlation values between constructs in the same row and column. For example, the root AVE value of Technical Competence (0.831) is greater than its correlation with Village Government Performance (0.767), Managerial Competence (0.689), and Village Governance (0.862). Similarly, Village Governance has a root AVE of 0.922 which is higher than its correlation with the other constructs.

Table 5. R-square Testing Results

	R-square	Adjusted R-square
Village Government Performance	0,638	0,627
Village Governance	0,703	0,696

Table 4 shows that the R-square values for both endogenous constructs indicate that the model has good to excellent predictive ability. Village Governance is explained by 70.3% by other constructs in the model, while Village Government Performance is explained by 63.8%. This indicates that the relationship between variables in the structural model is quite strong and the model is suitable for further inference.

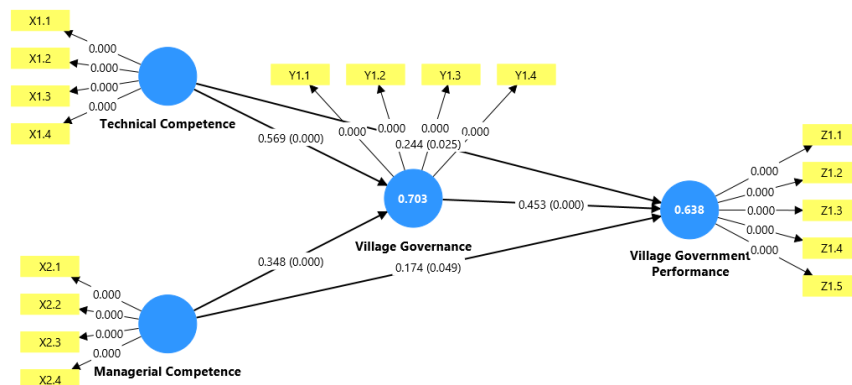


Figure 2. Path Coefficient Value

Figure 2 presents the coefficient values and significance levels between variables, which are explained in more detail in the following table.

Table 6. Hypothesis Testing Results

No.	Direct Effect Path	Koefisien (O)	t-statistik	p-value	Decision
H1	Governance → Village Government Performance	0,453	3,959	0,000	Accepted
H2	Technical Competence → Village Government Performance	0,244	2,243	0,025	Accepted

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H3	Technical Competence → Village Governance	0,569	10,239	0,000	Accepted
H4	Managerial Competence → Village Government Performance	0,174	1,972	0,049	Accepted
H5	Managerial Competence → Village Governance	0,348	5,184	0,000	Accepted
	Mediation Path	Koefisien (O)	t-statistik	p-value	Decision
H6	Managerial Competence → Governance → Village Government Performance	0,158	2,973	0,003	Accepted
H7	Technical Competence → Governance → Village Government Performance	0,258	3,828	0,000	Accepted

Based on the results of path testing for 7 hypotheses in this study shown in Table 5. Then it can be described as follows.

- 1) H1: Governance has a positive and significant impact on Village Government Performance  
The results of the analysis show that village governance has a positive and significant influence on village government performance (coefficient = 0.453;  $t = 3.959$ ;  $p < 0.001$ ). This indicates that the better the governance, including aspects of transparency, accountability, participation, and effectiveness, the higher the achievement of village government performance.
- 2) H2: Technical Competence has a significant impact on Village Government Performance  
Technical competence was shown to have a positive and significant influence on village government performance (coefficient = 0.244;  $t = 2.243$ ;  $p = 0.025$ ). This means that the ability of village officials to carry out technical tasks such as preparing RKPDes, APBDes, and administrative reports significantly contributes to improving performance.
- 3) H3: Technical Competence has a significant impact on Village Governance  
The effect of technical competence on village governance is also highly significant and strong (coefficient = 0.569;  $t = 10.239$ ;  $p < 0.001$ ). This means that apparatus with high technical competence are better able to run the village governance system in a professional and accountable manner.
- 4) H4: Managerial competence has a significant impact on village government performance  
The results show that managerial competencies have a positive and significant influence on village government performance (coefficient = 0.174;  $t = 1.972$ ;  $p = 0.049$ ), although the effect is smaller than technical competencies. This suggests that managerial skills such as planning, organizing, and supervising still play an important role in improving performance, although they are not dominant.
- 5) H5: Managerial Competence has a significant impact on Village Governance  
The test results show a strong and significant effect of managerial competence on village governance (coefficient = 0.348;  $t = 5.184$ ;  $p < 0.001$ ). This means that the higher the managerial ability of the apparatus, the better the village governance.
- 6) H6: Governance mediates the effect of Technical Competence on Village Government Performance.  
The indirect effect of Technical Competence on Village Government Performance through Governance also proved significant and stronger than the managerial pathway. The effect coefficient of 0.258 indicates that the technical competence of the apparatus is instrumental in shaping good governance, which then has a positive impact on village government performance.
- 7) H7: Governance mediates the effect of Managerial Competence on Village Government Performance  
The indirect effect of Managerial Competence on Village Government Performance through Village Governance is statistically significant. This means that managerial competencies not only have a direct impact, but also influence performance indirectly through improved village governance.

### 3.2 Discussion

The results of this study confirm that village governance plays a central role in improving village government performance. The first hypothesis (H1) is statistically proven, indicating that the better the application of the principles of transparency, accountability, participation, and effectiveness in governance,



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the more optimal the performance achieved. This is in line with the findings of Handayani *et al.* (2023) and Gunawan *et al.* (2017), which show that good governance is not just an administrative aspect, but the main foundation in public services and development implementation at the village level. In addition, the technical competence of village officials (H2) is proven to have a positive effect on performance. This indicates that technical ability in planning, financial reporting, and administrative management directly encourages better performance. This finding strengthens the study of Kurniawan *et al.* (2023), which emphasizes the importance of technical competence in ensuring the implementation of village programs is effective and in accordance with regulations. Furthermore, technical competence not only has a direct impact on performance, but also has a strong influence on village governance (H3). This means that officials who master technical aspects are better able to carry out governance professionally. This supports the idea that good governance cannot stand alone, but rather is shaped by qualified technical capacity, as asserted in Aryani *et al.* (2020). Managerial competencies (H4 and H5), despite having a smaller direct effect than technical competencies, still contribute significantly to improving performance and quality of governance. This confirms that the ability to plan, organize, and supervise the implementation of government tasks is still needed in creating an efficient and directed work system. Support for this hypothesis is also reflected in research by Fauzi *et al.* (2023), which states that good management contributes to more effective village financial management.

An interesting aspect of this study is the finding of a significant mediating effect of governance in the relationship between competence and performance. In hypothesis H6, the indirect effect of technical competence through governance shows a stronger influence than the direct effect. This suggests that technical competence will only be optimal in improving performance if accompanied by good governance practices. This is in line with the results of the Ramadhan & Arza (2021) study, which states that governance is an important channel in transforming technical expertise into organizational results. The same can be seen in H7, where managerial competence affects performance through governance. This effect suggests that management quality will only have a significant impact if it is directed through an accountable and participatory governance system. Governance here serves as a link between personal competence and village organizational performance. This supports the idea of Purbadharmaja *et al.* (2023) that competence without good governance tends to be less effective in producing quality output. Overall, the findings of this study strengthen the theoretical model that the technical and managerial competencies of village officials will have a greater impact on the performance of village governance if mediated by good governance. Therefore, in the context of public policy and apparatus capacity development, training needs to focus not only on improving technical and managerial skills, but also on strengthening village governance systems that promote transparency, participation, and accountability.

## 4. Conclusion

This study successfully proved that the technical competence and managerial competence of village officials have a significant influence on village government performance, both directly and indirectly through the mediating variable of village governance. The results of the analysis show that technical competence has a greater impact on village governance than managerial competence, so that governance acts as an effective linking mechanism in translating competency improvements into real performance achievements. This finding confirms that improving technical skills, such as administrative management, budgeting and financial reporting, is a fundamental factor in realizing transparent, accountable and participatory governance. Meanwhile, managerial competencies, which include planning, organizing, and controlling resources, also contribute positively to governance and performance, albeit with a slightly smaller effect. This suggests that the success of village governance is not only determined by technical skills, but also by managerial capabilities in carrying out strategic and coordination functions. The main contribution of this research is the strengthening of the theoretical framework regarding the relationship between apparatus competence, governance, and organizational performance at the village government level. By placing governance as a mediator, this study provides empirical evidence that governance is not

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just an administrative aspect, but is the main driver in optimizing the potential of human resources to achieve maximum work results and quality public services. Practically, the results imply that local governments and policy makers need to focus more on developing the capacity of village officials comprehensively, by providing targeted and sustainable training in both technical and managerial aspects. In addition, village governance reforms should continue to be encouraged to be more responsive, transparent, and participatory so as to provide a solid foundation for improving village government performance. The implementation of a good governance system also has the potential to increase public trust and encourage active participation in village development. For future research, it is recommended to explore other factors that may play a role in improving village government performance, such as the use of information technology, organizational culture, and external environmental influences such as central government support and regulations. Longitudinal research can also help understand the dynamics of changes in village competencies, governance, and performance over time, so that apparatus development strategies can be more adaptive and effective. Thus, this research provides an overall picture that improved village government performance is the result of synergy between human resource competencies and quality governance, which together form an important foundation for sustainable village development and excellent public services.

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