

AGILE WORK CULTURE AND ORGANIZATIONAL COMMITMENT IN VILLAGE APPARATUS PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION

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Abstract

Village apparatus performance is essential to effective village governance and public service delivery, yet village administrations must respond to changing regulations and increasingly complex community needs. This study examines the direct effects of agile work culture and organizational commitment on village apparatus performance and tests whether work motivation mediates these relationships in Bolaang Mongondow Regency, Indonesia. A quantitative survey was conducted among 200 village apparatus members selected purposively; respondents were active personnel with at least one year of service. Data were collected through questionnaires and analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS. Agile work culture had a positive and significant effect on performance ($\beta = 0.384$, $p < 0.001$), whereas organizational commitment had a positive but nonsignificant direct effect ($\beta = 0.098$, $p = 0.206$). Agile work culture and organizational commitment positively predicted work motivation, with coefficients of 0.342 and 0.544, respectively, while work motivation positively predicted performance ($\beta = 0.418$, $p < 0.001$). Indirect effects were significant for agile work culture ($\beta = 0.143$, $p = 0.002$) and organizational commitment ($\beta = 0.227$, $p < 0.001$). The findings suggest that work motivation is an important pathway through which organizational commitment contributes to performance, while agile work culture has both direct and indirect associations with performance.

Keywords: Agile Work Culture; Organizational Commitment; Work Motivation; Village Apparatus Performance; PLS-SEM

1. Introduction

Village governments have broad responsibilities in governance, development, community development, and community empowerment. The performance of village apparatus is therefore central to the quality, timeliness, and accountability of services delivered to residents. In Indonesia, Law No. 3 of 2024, which amends Law No. 6 of 2014 on Villages, reinforces the importance of effective village administration. In practice, however, village administrations must manage administrative requirements, changing regulations, limited human-resource capacity, and public expectations for responsive services.



Evidence discussed in the source thesis indicates that village services can remain slow or less efficient when apparatus capacity and competence are inadequate. In Bolaang Mongondow Regency, the reported failure of 64 villages to disburse the second phase of Village Funds for 2025 because administrative requirements had not been fulfilled illustrates the challenges associated with administrative readiness and adaptation. Although such outcomes can also be shaped by external regulations, the ability of village apparatus to respond to change remains an important internal organizational concern.

Agile work culture may help address these challenges. It emphasizes adaptability, collaboration, transparent communication, rapid response, learning, and continuous improvement. These practices may be relevant to village administrations that need to respond to community needs and policy changes without compromising accountability. Prior research cited in the thesis connects agile practices with employee proactivity and organizational outcomes, while studies in public-sector settings suggest that agility can support responsiveness and innovation. Nevertheless, the transfer of agile work practices to village government requires further empirical examination.

Organizational commitment is another potential determinant of performance. Employees who identify with their organization and feel emotionally attached to it may be more willing to take responsibility and contribute to organizational goals. Yet prior findings concerning the direct relationship between organizational commitment and village apparatus performance are inconsistent: some studies report a positive significant relationship, while others find no significant effect. This inconsistency indicates a research gap and suggests that the relationship may depend on other work-related mechanisms.

Work motivation is a plausible mechanism connecting organizational conditions with performance. An adaptive work culture can make work more engaging and enable employees to see the impact of their efforts. Likewise, organizational commitment may strengthen motivation by connecting individual effort with organizational purpose and public service. The present study integrates agile work culture and organizational commitment as predictors, work motivation as a mediator, and village apparatus performance as the outcome. Its contribution is to test both direct and indirect paths in a village-government context in Bolaang Mongondow Regency, where the joint mediating role of work motivation has received limited attention in the literature reviewed by the thesis.

Accordingly, this study examines (1) the effects of agile work culture and organizational commitment on performance; (2) their effects on work motivation; (3) the effect of work motivation on performance; and (4) the mediating effects of work motivation on the relationships between each predictor and performance.

2. Literature Review

2.1 Organizational Behavior and Agile Governance

Organizational behavior theory explains how individual characteristics, group processes, and organizational structures influence behavior and organizational effectiveness. Within village government, these levels include apparatus capability and



motivation, teamwork and coordination, as well as work culture and administrative systems. Agile governance complements this perspective by emphasizing adaptability, collaboration, transparent information, evidence-based decisions, and active participation. These principles can help public organizations respond to dynamic demands while maintaining a focus on public value (Mergel, Ganapati, & Whitford, 2020).

2.2 Agile Work Culture and Village Apparatus Performance

Agile work culture refers to work practices that encourage acceptance of change, timely decision-making, transparency, collaboration, reflection, citizen orientation, iteration, testing, self-organization, and learning. These dimensions reflect the workforce-agility approach discussed by Petermann and Zacher (2022) in the thesis. In village administration, such practices may enable apparatus to adjust procedures, coordinate across roles, evaluate work outcomes, and improve service delivery. Research on agile work practices has also linked agility with employee proactivity (Junker et al., 2022). Thus, the study proposes:

H1: Agile work culture has a positive and significant effect on village apparatus performance.

2.3 Organizational Commitment and Performance

Organizational commitment describes an employee's attachment to an organization and can be understood through affective, continuance, and normative commitment (Meyer & Allen, 1997). Affective commitment reflects emotional attachment, continuance commitment reflects the perceived costs of leaving, and normative commitment reflects a sense of obligation. These forms of commitment may encourage responsible behavior and persistence. However, the thesis identifies inconsistent empirical findings on the direct relationship between organizational commitment and village apparatus performance. This study therefore tests the relationship rather than assuming it is uniformly significant.

H2: Organizational commitment has a positive and significant effect on village apparatus performance.

2.4 Agile Work Culture, Organizational Commitment, and Work Motivation

Work motivation represents the internal and external forces that direct effort toward work goals. In public service, motivation may include attraction to public policy-making, commitment to the public interest, compassion, and self-sacrifice, dimensions associated with public service motivation in the thesis (Perry, 1996). An agile work environment may support motivation by allowing employees to collaborate, learn, and see the effects of improvements. Organizational commitment may also foster motivation by strengthening the connection between employees and organizational goals.

H3: Agile work culture has a positive and significant effect on work motivation.

H4: Organizational commitment has a positive and significant effect on work motivation.



2.5 Work Motivation and Performance: The Mediating Role

Motivated employees are more likely to direct effort toward completing tasks, maintaining service quality, and fulfilling responsibilities. Work motivation may therefore contribute directly to performance and may also transmit the effects of organizational conditions to performance. If agile work culture improves motivation, part of its relationship with performance may operate through this psychological pathway. Similarly, organizational commitment may improve performance indirectly by strengthening work motivation even when its direct effect is weak.

H5: Work motivation has a positive and significant effect on village apparatus performance.

H6: Work motivation mediates the relationship between agile work culture and village apparatus performance.

H7: Work motivation mediates the relationship between organizational commitment and village apparatus performance.

3. Research Method

This study used a quantitative survey design. The population of interest was village apparatus in Bolaang Mongondow Regency, Indonesia. The thesis reports a sample of 200 active village apparatus members selected through purposive sampling. Inclusion criteria required respondents to have worked for at least one year so that they had sufficient experience of village-government processes. Primary data were collected through questionnaires distributed directly and digitally using Google Forms. Secondary information was obtained from the Community and Village Empowerment Office of Bolaang Mongondow Regency.

The model consisted of agile work culture (X1) and organizational commitment (X2) as exogenous variables, work motivation (Z) as the mediating variable, and village apparatus performance (Y) as the endogenous variable. Agile work culture was measured through ten dimensions: acceptance of change, decision-making, transparency, collaboration, reflection, citizen orientation, continuous improvement, testing and evaluation, self-organization, and learning. Organizational commitment was measured using affective, continuance, and normative commitment. Work motivation reflected public-service-motivation dimensions, while performance included work quality, quantity, timeliness, and responsibility. Responses were measured using a Likert scale.

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS. The measurement model was evaluated using indicator loadings, average variance extracted (AVE), Cronbach's alpha, composite reliability, and the Fornell-Larcker criterion. The structural model was assessed using R^2 , f^2 , model-fit indices reported in the thesis, and bootstrapping for direct and indirect effects. Statistical significance is interpreted using the p-values reported in the source thesis.



4. Result

4.1 Respondent and Measurement Model

The study involved 200 village apparatus members. The measurement model results reported in the thesis indicate that AVE exceeded 0.50 for all four constructs, and Cronbach's alpha and composite reliability values exceeded common minimum thresholds. These results support convergent validity and internal consistency based on the reported statistics.

Table 1. Measurement model reliability and convergent validity

Construct	Cronbach's alpha	Composite reliability (rho_c)	AVE
Agile work culture	0.923	0.936	0.594
Organizational commitment	0.885	0.929	0.813
Work motivation	0.829	0.898	0.745
Village apparatus performance	0.912	0.938	0.792

The Fornell-Larcker matrix reported in the thesis shows square roots of AVE of 0.771 for agile work culture, 0.863 for organizational commitment, 0.890 for work motivation, and 0.902 for village apparatus performance. The thesis reports SRMR = 0.054 and NFI = 0.847 for model fit. These values are presented as reported; interpretation should consider the fit criteria adopted in the study and the limitations of fit indices in PLS-SEM.

4.2 Explanatory Power and Effect Sizes

Table 2. Coefficient of determination

Endogenous construct	R²	Adjusted R²
Village apparatus performance	0.690	0.685
Work motivation	0.687	0.684

The model explains 69.0% of the variance in village apparatus performance and 68.7% of the variance in work motivation. The remaining variance is associated with factors outside the model. Reported f^2 values indicate effects of agile work culture on performance (0.185) and motivation (0.170), organizational commitment on performance (0.010) and motivation (0.431), and work motivation on performance (0.176). The small f^2 value for the direct path from organizational commitment to performance is consistent with its nonsignificant path coefficient.

4.3 Direct and Indirect Effects

Table 3. Bootstrapping results for direct and indirect effects

Relationship	β	t-statistic	p-value	Decision
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Agile work culture → Performance	0.384	4.890	<0.001	Supported
Organizational commitment → Performance	0.098	1.264	0.206	Not supported
Agile work culture → Work motivation	0.342	4.405	<0.001	Supported
Organizational commitment → Work motivation	0.544	7.728	<0.001	Supported
Work motivation → Performance	0.418	5.229	<0.001	Supported
Agile work culture → Motivation → Performance	0.143	3.107	0.002	Supported
Organizational commitment → Motivation → Performance	0.227	4.509	<0.001	Supported

Agile work culture had a positive, statistically significant direct association with village apparatus performance ($\beta = 0.384$, $t = 4.890$, $p < 0.001$). Organizational commitment showed a positive but statistically nonsignificant direct association with performance ($\beta = 0.098$, $t = 1.264$, $p = 0.206$). Both agile work culture and organizational commitment had positive, significant relationships with work motivation, while work motivation had a positive, significant relationship with performance.

The indirect effect of agile work culture on performance through work motivation was positive and significant ($\beta = 0.143$, $t = 3.107$, $p = 0.002$). The indirect effect of organizational commitment through work motivation was also positive and significant ($\beta = 0.227$, $t = 4.509$, $p < 0.001$). Thus, all hypothesized relationships were supported except the direct effect of organizational commitment on performance.

5. Discussion

5.1 Agile Work Culture and Village Apparatus Performance

The significant positive path from agile work culture to performance indicates that village apparatus performance is associated with adaptive and collaborative work practices. The finding is consistent with the argument that agile practices encourage responsiveness, reflection, learning, and coordination. For village government, these



practices can be reflected in adjusting to new administrative requirements, sharing information across roles, prioritizing community needs, and evaluating work processes. The result also aligns with research on agile work practices and employee proactivity (Junker et al., 2022) and supports the relevance of agile governance principles in public organizations (Mergel et al., 2020).

5.2 Organizational Commitment and Performance

Although the coefficient for organizational commitment was positive, its direct effect on performance was not statistically significant. This result echoes the inconsistency in earlier studies described in the thesis. It suggests that attachment or loyalty to the organization may not automatically translate into measurable performance unless it is accompanied by motivation, capability, adequate work systems, or opportunities to act. The result should not be interpreted as evidence that commitment is unimportant; rather, its influence may be expressed through other pathways.

5.3 Predictors of Work Motivation

Agile work culture significantly predicted work motivation, indicating that adaptable, transparent, collaborative, and learning-oriented work practices may encourage apparatus to invest effort in their responsibilities. Organizational commitment had an even larger coefficient for work motivation ($\beta = 0.544$). This suggests that employees who feel connected to their organization may be more motivated to contribute to village governance and public service. In managerial terms, commitment-building initiatives should be linked to meaningful work, supportive leadership, clear responsibilities, and opportunities to participate rather than relying on formal loyalty alone.

5.4 Work Motivation and Performance

Work motivation was positively and significantly associated with performance ($\beta = 0.418$). This supports the view that motivation is an important individual-level mechanism in organizational behavior. Motivated apparatus may exert greater effort, persist in completing administrative tasks, and pay closer attention to service quality and timeliness. Nevertheless, motivation should be supported by competence, clear procedures, adequate resources, and effective coordination; the current model does not test all such conditions.

5.5 Mediation by Work Motivation

The significant indirect effect from agile work culture to performance indicates that motivation carries part of the relationship between agile work culture and performance. Because the direct path from agile work culture to performance also remains significant, the pattern is consistent with partial mediation. Agile practices may improve performance directly through better coordination and adaptation and indirectly by strengthening motivation.

For organizational commitment, the direct effect on performance was nonsignificant while the indirect effect through motivation was significant. This is



consistent with an indirect-only mediation pattern in the estimated model: organizational commitment appears to be linked to performance primarily through work motivation. This finding is an important contribution to the research gap identified in the thesis and suggests that village governments should translate commitment into purposeful, supported, and motivated work behavior.

6. Conclusion

This study examined agile work culture and organizational commitment as predictors of village apparatus performance, with work motivation as a mediator, using survey data from 200 village apparatus members in Bolaang Mongondow Regency. Agile work culture had a positive and significant direct effect on performance. Organizational commitment had a positive but nonsignificant direct effect. Both predictors significantly increased work motivation, and work motivation significantly predicted performance. Work motivation significantly mediated both the agile work culture–performance relationship and the organizational commitment–performance relationship.

The findings imply that local government and village leaders should foster agile work practices through collaboration, transparent communication, citizen orientation, learning, and continuous improvement. They should also develop organizational commitment in ways that support meaningful work and strengthen motivation. Since commitment did not have a significant direct effect, policy initiatives should avoid assuming that loyalty alone guarantees performance.

This study is limited by its cross-sectional survey design, purposive sampling, self-reported questionnaire data, and focus on one regency. The results should therefore be generalized cautiously. Future studies could use mixed methods or longitudinal designs, include additional regencies, and test other factors such as leadership, digital literacy, competence, work facilities, or local organizational culture. Before submission, the authors should verify all references against the original publications and ensure the manuscript's author list and corresponding-author details reflect the agreed authorship.

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