

Job Satisfaction as a Mediating Variable in the Influence of Intellectual Capital Dimensions on the Performance of Village Officials

Lusiani Nur Panjaitan¹, M. Trihudyatmanto^{2*}

^{1) 2*)} Faculty of Economics and Business, Universitas Sains Al-Qur'an Jawa Tengah in Wonosobo
Corresponden Email: trihudyatmanto@unsiq.ac.id

Abstract

This research aims to analyze the Effect of Intellectual Capital (Human Capital, Social Capital, and Structural Capital) on the Performance of Village Apparatus and Performance of the Village Consultative Organization in Indonesian: Badan Permusyawaratan Desa (BPD) through Job Satisfaction as a Mediation Variable (Case Study on BPD and Village Government in Karangsari Pejawaran Banjarnegara Village). This research used a quantitative approach. The sample used was 135 respondents who were people from Karangsari Pejawaran Banjarnegara Village and questionnaires as a tool for collecting respondent data. The analytical method used in this research uses partial lest square (PLS) with outer inner model coefficient test.

Based on the results of Based on the results of this study, it show that Human Capital and Structural Capital have a positive and significant effect on the performance of village apparatus and BPD. Social Capital does not significantly affect the performance of village apparatus and BPD. Human Capital, Social Capital and Structural Capital have a positive and significant effect on Job Satisfaction. Job Satisfaction is unable to mediate the influence of Human Capital, Social Capital and Structural Capital on the performance of village apparatus and BPD.

Keywords: Human Capital, Social Capital, Structural Capital, Job Satisfaction, and performance.

Introduction

Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization or company as well as knowing the positive and negative impacts of an operational policy (Anggreini, 2018). In the context of village government entities, village officials are one of the spearheads of implementing village governance. The performance of village officials is influenced by several factors, including intellectual capital. Intellectual Capital is the knowledge and abilities possessed by a social collectivity, such as an organization or company. In this research, intellectual capital is measured using Human Capital, social capital, and Structural Capital (Oktaviany & Raharjo, 2019).

Research conducted by (Putri, 2021) shows that intellectual capital has a positive effect on employee performance. This is different from research conducted by (Andriana, 2014) and (Agus, 2020) which shows that intellectual capital has no effect on employee performance. The differences in research results (research gap) that have been revealed, researchers suspect that there is an indirect influence between intellectual capital on the performance of village officials, which makes it possible to include mediation or moderation variables as a solution to the research gap (Ferdinand, 2014).

This research will test mediating variables as a solution to the inconsistencies in research results linking intellectual capital to the performance of village officials. The researcher's argument for including mediating variables in this research model is based on differences in research results, so researchers offer job satisfaction as an intervening

variable. Research (Suhaimah, et al., 2021), states that job satisfaction can mediate intellectual capital to improve employee work. In this research, intellectual capital is measured using Human Capital, Social Capital, and Structural Capital (Oktaviany & Raharjo, 2019).

Human Capital is the lifeblood of intellectual capital, as a generator of all the value that is born in the innovation potential of an organization as well as the force behind innovation in improving organizational performance (Junus, 2021). The results of previous research (Junus, et al. 2021) Human Capital influences performance, (Zuriani, 2019) Human Capital influences performance, and (Hasmirati, 2022) Human Capital influences performance.

Social capital is a form of capital because there are resources or assets that can be invested and are expected to produce results in the future, which can be used for various purposes. The central idea of social capital is that social networks are valuable assets (Field, 2016:2). According to (Widjajanti et. Al., 2016) networking or social networks is a form of social capital (Pertiwi & Nugroho, 2020).

Structural Capital is a forum for actualizing all the capabilities of human resources or employees in an organization or company in order to achieve the goals of the organization or company in which they work (Maryudanto, 2020). Previous research results (Ayu, et al., 2021); (Hasmirati, 2022); (Maryudanto, 2020) states that Structural Capital influences performance.

There were several other problems that occurred based on initial observations, researchers found several problems including the following: First, village officials were less active in carrying out their functions. Second, supervision of the implementation of village development is still not effective. Third, there is a lack of communication and coordination between the Village Government and Village Consultative Organization in Indonesian: Badan Permusyawaratan Desa (BPD) in implementing village government. Fourth, there is a distance between the village government and the village community so that the distribution of aspirations is not optimal.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a positive feeling resulting from an evaluation of job characteristics (Robin & Judge, 2013). Job satisfaction according to (Locke, 1969) includes affective, cognitive and behavioral aspects. Positive (affective) feelings describe that job satisfaction is an expression of what is in a person's heart in assessing something they do both individually and collectively. Cognitive (sensation, perception, conception) as (Locke, 1969) describes that basically job satisfaction is an expression of what is felt (sensation), what is perceived (perception) and what is thought (conception).

Performance

Performance is the result of cooperative activities between members or components of an organization in order to realize organizational goals. Performance can be measured based on three aspects, namely behavior in carrying out tasks, activities to produce work results and work results (Erika Revida et. Al., 2022). Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization or

company as well as knowing the positive and negative impacts of an operational policy. Performance is an indicator of achievement that reflects success (Anggreini et. Al., 2018).

Intellectual Capital

Intellectual Capital is a very important factor in the development of an institution or company. Where the development and increase of intellectual capital can influence employee performance, so that employee performance can also influence the development of institutional or company performance. Apart from that, intellectual capital is very important for companies because it can determine the extent of progress and abilities possessed by its employees (Helmiatin, 2015). Several researchers concluded that intellectual capital consists of 3 main elements, namely Human Capital, social capital, and Structural Capital (Green and Ryan, 2005).

Human Capital

Human Capital is linguistically composed of two basic words, namely human and capital (capital). Capital is defined as a production factor that is used to make a good or service without consuming it during the production process. Humans also have a role or responsibility in all economic activities, such as production, consumption and transactions (Ritonga, 2019). The research results state that Human Capital has a positive and significant influence on Organizational Performance. (Dyah Pradita Oktaviany & Raharjo Susilo Toto, 2019); (Junus Kwelju and Anthonio J Latuihamallo, 2022); (Meynda Trisura Mega Pertiwi, 2020); (Brolin Maryudanto, 2020); (Amalia, R. A., 2021). Based on the opinion above, it is suspected that Human Capital can improve the performance of village officials. Therefore the hypothesis proposed in this study is:

H1: Human Capital influences performance.

Social Capital

(Field, 2005: 5) states that the definition of social capital consists of "social networks, reciprocity that arises, and value to achieve common goals". Social capital is often interpreted differently. (Li et.al., 2014), (Narayan and Cassidy, 2001) analyzed at the organizational level. The results of this research prove that social capital influences employee performance. (Dyah Pradita Oktaviany & Raharjo Susilo Toto, 2019); (Junus Kwelju and Anthonio J Latuihamallo, 2022); (Meynda Trisura Mega Pertiwi, 2020); (Suryandari, N. N. A., Putra, G. B. B., & Pratiwi, N. N. N., 2021); (Amalia, R. A., 2021). Based on the opinion above, it is suspected that Social Capital can improve the performance of village officials. Therefore the hypothesis proposed in this study is:

H2: Social capital influences performance.

Structural Capital

According to Baron (2011) Structural Capital is the company's ability to fulfill company habits and structures that support employee efforts to produce optimal performance, for example: company operational systems, organizational culture, management philosophy and all intellectual property in the company. Employees have high intellectuality, but the company has systems and procedures that are not good so this will achieve optimal performance (Fauzan, 2021). Structural Capital has an influence on Employee Performance (Brolin Maryudanto, 2020); (Ardiansyah, 2021); (Muhammad Teguh Fauzan, 2021). Based on the opinion above, it is suspected that Structural Capital can improve the performance of village officials and BPD. Therefore the hypothesis proposed in this study is:

H3: Structural Capital influences performance.

Several studies state that Human Capital has a direct positive effect on employee job satisfaction (Muthia Roza Linda & Yuki Fitria, 2018); (Idris, M., Echdar, S., Sabban, Y.P., & Asrul, A., 2021). Based on the opinion above, it is suspected that Human Capital can increase job satisfaction. Therefore the hypothesis proposed in this study is:

H4: Human Capital influences Job Satisfaction.

Several studies state that Social Capital has a positive influence on employee job satisfaction (Muhammad Tahajjudi Ghifary & Esthi Putri Ardiyanti, 2021); (Utomo, Candra Wisnu and M. Farid Wajdi, 2019). Based on the opinion above, it is suspected that Social Capital can increase job satisfaction. Therefore the hypothesis proposed in this study is:

H5: Social Capital influences job satisfaction

Several studies state that Structural Capital has a significant effect on job satisfaction (Suhaimah, Raden Andi Sularso and Sumani, 2021); (Syaiful Hadi & Evi Susanti Tasri, 2022). Based on the opinion above, it is suspected that Structural Capital can increase job satisfaction. Therefore the hypothesis proposed in this study is:

H6: Structural Capital influences job satisfaction.

Several studies state that Human Capital has a positive and significant effect on employee job satisfaction. (Muthia Roza Linda & Yuki Fitria, 2018); (Idris, M., Echdar, S., Sabban, Y.P., & Asrul, A., 2021); (Wadjedji, R., & Novianti, W., 2019); (Suhaimah, Raden Andi Sularso and Sumani, 2021). Based on the opinion above, it is suspected that there is an indirect influence between Human Capital and the performance of village officials. Therefore the hypothesis proposed in this study is:

H7: Human Capital Influences the Performance of Village Officials through Job Satisfaction.

Several studies state that Social Capital influences job satisfaction (Muhammad Tahajjudi Ghifary & Esthi Putri Ardiyanti, 2021); (Utomo, Candra Wisnu and M. Farid Wajdi, 2019); (Wadjedji, R., & Novianti, W., 2019); (Suhaimah, Raden Andi Sularso and Sumani, 2021). Based on the opinion above, it is suspected that there is an indirect influence between Social Capital and the Performance of Village Apparatus. Therefore the hypothesis proposed in this study is:

H8: Social Capital influences the performance of village officials through Job Satisfaction.

Several studies state that Structural Capital has a significant effect on job satisfaction (Suhaimah, Raden Andi Sularso and Sumani, 2021); (Syaiful Hadi & Evi Susanti Tasri, 2022); (Wadjedji, R., & Novianti, W., 2019); (Suhaimah, Raden Andi Sularso and Sumani, 2021). Based on the opinion above, it is suspected that there is an indirect influence between Structural Capital and the Performance of Village Apparatus. Therefore the hypothesis proposed in this study is:

H9: Structural Capital Influences Employee Performance through Job Satisfaction.

Several studies state that job satisfaction has a significant effect on employee performance (Wadjedji, R., & Novianti, W., 2019); (Suhaimah, Raden Andi Sularso and Sumani, 2021). Based on the opinion above, it is suspected that job satisfaction can improve the performance of village officials. Therefore the hypothesis proposed in this study is:

H10: Job satisfaction influences the performance of village officials.

Based on a complete and in-depth literature review, the empirical research model is presented in the following figure:

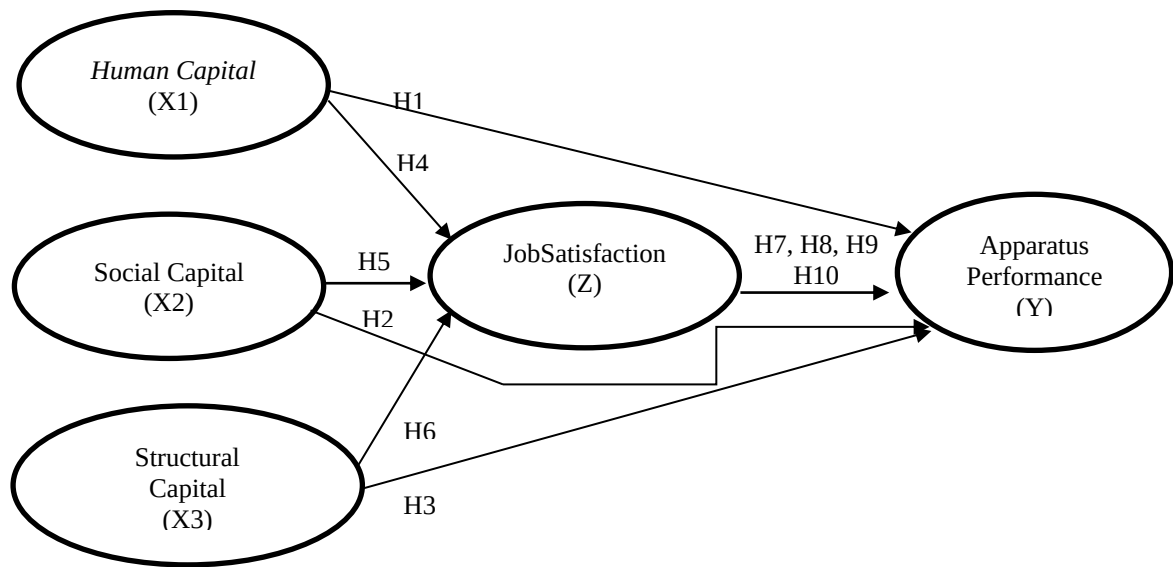


Figure 1. Empirical Research Model

RESEARCH METHODS

Types of research

The method used in this research is a quantitative method. The research design used in this research is descriptive research which describes a symptom, event, event, or facts that occur.

Population and Sample

The population in this study was the people of Karangsari village. The sampling procedure used in this research was non-probability with a purposive sampling technique. (Sugiyono, 2019) stated that the purposive sampling technique is a technique for determining samples with certain considerations. The consideration or criteria determined are the Karangsari village community who are more than 20 years old. Determination of the number of samples in this research is according to (Hair et. al., 2010) who states that the number of samples as the capability of the respondent company must be adjusted to the number of question indicators used in the questionnaire, with the assumption of $n \times 5 - 10$ (unobserved variables). In this study there were 26 question items used to measure 3 independent variables, 1 dependent variable and 1 mediating variable. So for this research the number of samples taken was:

$$\text{Number of Samples} = (\text{number of indicators}) \times 5 = 26 \times 5 = 135$$

So, the sample used in this research was 135 respondents

Data analysis technique

Object of research

Karangsari Village is a part of the area in Pejawaran District, Banjarnegara Regency and is divided into 17 RT, 3 RW and 3 Hamlets with a population of 2,997 of which 1564 are men and 1443 women. Karangsari Village itself is led by 11 village officials including 2 women and 11 men. With a fairly diverse population age range and the majority of

Karangsari village residents' livelihoods being in the agricultural sector, this is a challenge for village officials in carrying out their duties to serve the community.

Test data quality

Outer model

Validity test

The validity test is used to test whether or not the questions used as a questionnaire in research are valid or not. Validity analysis is carried out using smartPLS where there are two types of models, namely outer model and inner model. Where in the outer model there are two types of validity tests, namely convergent and discriminant validity tests.

Test convergent validity

The parameters of the convergent validity test can be determined based on the output results of the smartPLS algorithm in the form of outer loading, Average Variance Extracted (AVE). The convergent validity test is said to be valid if the outer loading value is > 0.70 and the AVE value is > 0.5 . Outer loading shows the weight of each indicator used. Large indicates the strength of the indicator.

Table 1. Nilai Outer Loading

Variable	Indicator	X1	Z	Y	X2	X3	Information
Human Capital (X1)	X1.1	0.712					Valid
	X1.2	0.766					Valid
	X1.3	0.731					Valid
	X1.4	0.730					Valid
	X1.5	0.715					Valid
Job Satisfaction (Z)	Z.1		0.776				Valid
	Z.2		0.760				Valid
	Z.3		0.730				Valid
	Z.4		0.754				Valid
	Z.5		0.790				Valid
Performance of Village Apparatus and BPD (Y)	KA.1			0.703			Valid
	KA.2			0.787			Valid
	KA.3			0.727			Valid
	KA.4			0.813			Valid
	KA.5			0.815			Valid
	KA.6			0.739			Valid
Social Capital (X2)	X2.1				0.802		Valid
	X2.3				0.867		Valid
	X2.3				0.779		Valid
Structural Capital (X3)	X3.1					0.705	Valid
	X3.2					0.721	Valid
	X3.3					0.754	Valid
	X3.4					0.719	Valid
	X3.5					0.752	Valid
	X3.6					0.745	Valid
	X3.7					0.752	Valid

Source: Primary data processed, 2023

Table 2. AVE Results

Variable	AVE	Information
X1	0.535	Valid
Z	0.581	Valid
Y	0.586	Valid
X2	0.667	Valid
X3	0.541	Valid

Source: Primary data processed, 2023

Based on table 1., it is known that the outer loading value is > 0.6 , which means that the construct measurements have a high correlation and in table 2., each variable has an AVE value of > 0.5 , which means the latent variable explains on average more than half of the indicator variance. So it can be concluded that the indicators for each variable used are valid.

Discriminant validity test

A model has good discriminant validity if each loading value of a latent variable has the largest loading value compared to the loading values of other variables. The discriminant validity test parameters can be determined through the algorithm output results in the form of cross loading, AVE root (Fornell-Larcker Criterion) and variable correlation as follows:

Table 3. Cross loading results

Variable	HC	JS	KA	SC	STC	Information
Human Capital (X1)	0.712	0.461	0.498	0.340	0.509	Valid
	0.766	0.454	0.530	0.278	0.535	Valid
	0.731	0.531	0.494	0.329	0.479	Valid
	0.730	0.393	0.417	0.368	0.502	Valid
	0.715	0.364	0.438	0.272	0.571	Valid
Job Satisfaction (Z)	0.438	0.776	0.400	0.421	0.513	Valid
	0.490	0.760	0.440	0.390	0.503	Valid
	0.407	0.730	0.425	0.350	0.348	Valid
	0.466	0.754	0.408	0.336	0.364	Valid
	0.516	0.790	0.450	0.287	0.494	Valid
Performance of Village Apparatus and BPD (Y)	0.423	0.403	0.703	0.291	0.443	Valid
	0.482	0.454	0.787	0.290	0.507	Valid
	0.476	0.351	0.727	0.237	0.449	Valid
	0.519	0.402	0.813	0.334	0.479	Valid
	0.549	0.497	0.815	0.267	0.475	Valid
	0.545	0.440	0.739	0.314	0.440	Valid
Social Capital (X2)	0.320	0.341	0.240	0.802	0.270	Valid
	0.396	0.465	0.368	0.867	0.391	Valid
	0.336	0.317	0.299	0.779	0.341	Valid
Structural Capital (X3)	0.508	0.386	0.346	0.248	0.705	Valid
	0.493	0.340	0.444	0.309	0.721	Valid
	0.543	0.429	0.508	0.308	0.754	Valid
	0.482	0.395	0.352	0.236	0.719	Valid
	0.575	0.400	0.447	0.385	0.752	Valid
	0.457	0.428	0.466	0.321	0.745	Valid
	0.571	0.590	0.522	0.316	0.752	Valid

Source: Primary data processed, 2023

The cross loading construct measure must be > 0.7 so that the data is valid. Based on table 3., it is known that all construct measures $>$ cross loading, this model meets the requirements for discriminant validity.

Table 4. Results of root ave

Variabel	X1	Z	Y	X2	X3
X1	0.731				
Z	0.610	0.762			
Y	0.655	0.557	0.765		
X2	0.433	0.468	0.378	0.817	
X3	0.707	0.588	0.608	0.415	0.736

Source: Primary data processed, 2023

Based on table 4., it is known that all the roots of the AVE for each construct are greater than the correlation with the AVE value in table 4., so the conditions for discriminant validity in this model have been fulfilled.

Reliability test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable. Reliability testing in the questionnaire in this research was carried out to prove the accuracy, consistency and correctness of the instrument in measuring constructs using the Cronbach alpha formula. A questionnaire is said to be reliable if the Cronbach alpha value for all variables is > 0.7 (Suliyanto, 2018). Below you can see Cronbach's alpha and composite reliability in table 5.

Table 5. Cronbach's Alpha and Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Human Capital	0.783	0.786	Reliabel
Job Satisfaction	0.820	0.822	Reliabel
Performance of Village Apparatus and BPD	0.858	0.861	Reliabel
Social Capital	0.754	0.784	Reliabel
Structural Capital	0.860	0.867	Reliabel

Source: Primary data processed, 2023

Based on table 5., it is known that all constructs have Cronbach's Alpha and Composite Reliability values > 0.7 , so it can be said that all construct measuring instruments are reliable.

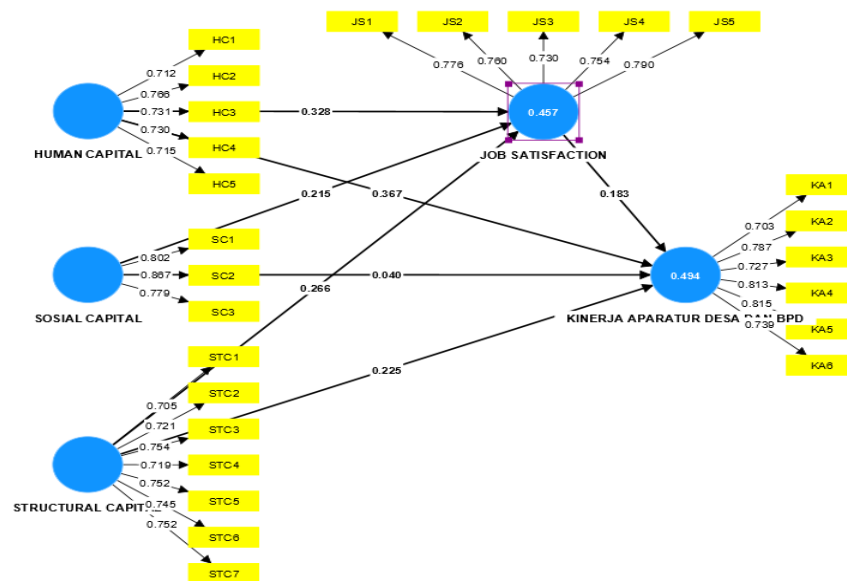


Figure 2 Measurement Model (Outer Model)

Source: SmartPLS version 4.0 processing results, 2023

Inner model The next step after the outer model is the inner model. Inner model testing is used to see the relationship between construct variables, inner model analysis uses the results of R-square. Model evaluation begins by looking at the R-square of each dependent variable. The following table is the result of R-square estimation using PLS.

Table 6. Goodness of Fit Test Results

Variable	R Square
Job Satisfaction	0.457
Performance of Village Apparatus	0.494

Source: Primary data processed, 2023

Based on table 6., it shows that the R^2 (R-square) value for the Job Satisfaction variable is 0.457 or 45.7%. Based on this value, it can be concluded that the Job Satisfaction variable can be explained by the Human Capital, Social Capital and Structural Capital variables of 45.7 % while the remaining 54.3% is influenced by other variables not included in this study. The R^2 value for the performance variable for village officials and regional heads is 0.494 or 49.4%. This value implements that village apparatus performance variables can be explained by the variables Human Capital, Social Capital, Structural Capital and Job Satisfaction, while the remaining 50.6% is influenced by other variables not included in this research.

Based on the Q^2 test, the relative predictive value is 0.725 or 72.5%, which indicates that the model is considered feasible because 72.5% of the diversity of data can be explained by the model while the remaining 27.5% is explained by other variables not included in the research. this or error. The Q^2 results were able to explain 72.5% of the total information, thus indicating that the PLS model formed was good.

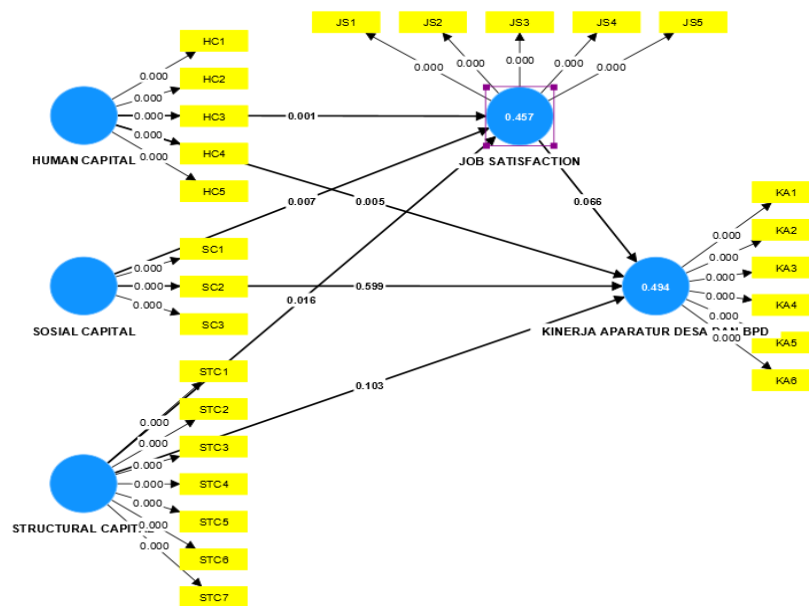


Figure 3. Structural Model (inner model)

Source: SmartPLS Processing Results version 3.2.9, 2023

Hypothesis test

Structural model testing explains the variables in the research. Inner model testing was carried out using the t test. The basis for testing hypotheses directly is the image output and values contained in the PLS path coefficients and indirect effect algorithms. The following is an explanation of hypothesis testing.

Table 7. Direct and Indirect Relationships

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Human Capital -> Job Satisfaction</i>	0.328	0.329	0.094	3.494	0.001
<i>Human Capital -> Performance of Village Apparatus</i>	0.367	0.428	0.126	3.387	0.001
<i>Job Satisfaction -> Performance of Village Apparatus</i>	0.183	0.173	0.098	1.854	0.066
<i>Social Capital -> Job Satisfaction</i>	0.215	0.220	0.079	2.734	0.007
<i>Social Capital -> Performance of Village Apparatus</i>	0.040	0.082	0.070	1.126	0.262
<i>Structural Capital -> Job Satisfaction</i>	0.266	0.269	0.109	2.447	0.016
<i>Structural Capital -> Performance of Village Apparatus</i>	0.225	0.273	0.135	2.028	0.045
<i>Human Capital_ -> Job Satisfaction_ -> Performance of Village Apparatus</i>	0.039	0.037	0.026	1.494	0.137
<i>Social Capital_ -> Job Satisfaction_ -> Performance of Village Apparatus</i>	0.060	0.058	0.038	1.564	0.120
<i>Structural Capital -> Job Satisfaction_ -> Performance of Village Apparatus</i>	0.049	0.044	0.031	1.579	0.117

Source: Primary data processed, 2023

Discussion

The results of this research show that human capital has a positive and significant effect on the performance of village officials. The results of this research are consistent

with (Junus and Anthonio, 2022), showing the results that human capital has a positive and significant effect on performance. In line with research conducted by (Maryudanto, 2022), the results show that human capital influences performance. Human capital indicators greatly influence the performance of Village Apparatus so it is important to know that human capital is the most important resource in an organization. Human Capital reflects an organization's collective ability to produce the best solutions based on the knowledge possessed by the people in the company.

The results of this research show that social capital has a negative and significant effect on the performance of village officials, but this does not mean that village officials do not need social capital because perhaps social capital does not directly influence the performance of village officials. The results of this research are different from previous research conducted by (Junus and Anthonio, 2022), showing that social capital has a positive and significant effect on performance. In line with research conducted by (Amalia, 2021), the results show that social capital has an effect on performance.

The results of this research show that structural capital has a positive and significant effect on the performance of village officials. This research shows that the better the structural capital, the better the performance of the Village Apparatus. The results of this research are consistent with (Ardiansyah, 2021), showing the results that structural capital has a positive and significant effect on performance. In line with research conducted by (Maryudanto, 2020), the results show that structural capital has an effect on performance. All components of structural capital will help the performance of Village Apparatus if utilized optimally. The higher the value of structural capital, the higher the performance value of Village Apparatus.

The results of this research show that human capital has a positive and significant effect on Job Satisfaction. This means that the better the human capital, the better the Job Satisfaction. The results of this research are consistent with (Muthia, et. Al., 2018), showing the results that human capital has a positive and significant effect on Job Satisfaction. In line with research conducted by (Idris, et. Al., 2022), the results show that human capital has a positive effect on Job Satisfaction. Human capital indicators greatly influence Job Satisfaction, so it is important to know that the success of a company in carrying out all activities to achieve goals is very dependent on the ability of its human resources (Human Capital) with all the knowledge, ideas, innovation, energy and commitment in carrying out activities. Maximum employee productivity is expected in the process of achieving goals. This can be created by many factors, one of which is the level of employee job satisfaction.

The results of this research show that social capital has a positive and significant effect on Job Satisfaction. This means that the better the social capital, the better the Job Satisfaction. The results of this research are consistent with (Ghifary and Esthi, 2021), showing the results that social capital has a positive and significant effect on Job Satisfaction. In line with research conducted by (Utomo and Wadji, 2019), the results show that social capital influences job satisfaction. Social capital indicators greatly influence Job Satisfaction, so it is important to know that the results of interactions between individuals and the environment within the company also initiate job satisfaction. The organization will become more efficient because employees feel socially satisfied. Mutual respect as an aspect of social capital can potentially help in developing communication, job satisfaction and creating a friendly atmosphere.

The results of this research show that structural capital has a positive and significant effect on Job Satisfaction. This means that the better the structural capital, the better the Job Satisfaction. The results of this research are consistent with (Suhaimah, et. Al., 2021), showing the results that structural capital has a positive and significant effect on Job Satisfaction. In line with research conducted by (Syaiful, 2022), the results show that structural capital has an effect on Job Satisfaction. Structural capital indicators greatly influence Job Satisfaction, so it is important to know that structural capital is closely related to company organization in fulfilling job satisfaction for Village Apparatus and BPD.

The results of this research show that Job Satisfaction has a negative and significant effect on the performance of village officials. However, this does not mean that village officials do not need social capital because perhaps Job Satisfaction does not directly influence the performance of village officials. The results of this research are different from previous research conducted by (Wdjedji, 2019), showing that Job Satisfaction has a positive and significant effect on performance. In line with research conducted by (Suhaimah, et. Al., 2021), the results show that Job Satisfaction has an effect on performance.

The results of this research indicate that Job Satisfaction plays a positive and insignificant role in mediating the influence of human capital on the performance of Karangsari village officials, Pejawaran, Banjarnegara. This means that the presence or absence of Job Satisfaction does not play an active role in human capital influencing the village apparatus of Karangsari village, Pejawaran, Banjarnegara. Human capital indicators do not have an influence on Job Satisfaction indicators in mediating the influence of human capital on the performance of village officials and BPD in Karangsari, Pejawaran, Banjarnegara village officials. Job satisfaction in Karangsari, Pejawaran, Banjarnegara village officials cannot be an intermediary for improving the performance of Karangsari, Pejawaran, Banjarnegara village officials.

The results of this research indicate that Job Satisfaction plays a negative and insignificant role in mediating the influence of social capital on the performance of village officials in Karangsari, Pejawaran, Banjarnegara village officials. This means that the presence or absence of Job Satisfaction does not play an active role in social capital influencing the village apparatus of Karangsari, Pejawaran, Banjarnegara. Social capital indicators do not have an influence on Job Satisfaction indicators in mediating the influence of social capital on the performance of Karangsari, Pejawaran, Banjarnegara village officials. Job satisfaction in Karangsari, Pejawaran, Banjarnegara village officials cannot be an intermediary for improving the performance of Karangsari, Pejawaran, Banjarnegara village officials.

The results of this research indicate that Job Satisfaction plays a positive and insignificant role in mediating the influence of structural capital on the performance of Karangsari village officials, Pejawaran, Banjarnegara. This means that the presence or absence of Job Satisfaction does not play an active role in structural capital influencing the village apparatus of Karangsari, Pejawaran, Banjarnegara. Structural capital indicators do not have an influence on Job Satisfaction indicators in mediating the influence of structural capital on the performance of Karangsari, Pejawaran, Banjarnegara village officials. Job satisfaction in Karangsari, Pejawaran, Banjarnegara

village officials cannot be an intermediary for improving the performance of Karangsari, Pejawaran, Banjarnegara village officials.

Conclusion

Based on the results of research through direct and indirect relationship tests, the following conclusions can be drawn:

1. Human capital has a positive and significant effect on the performance of village officials. This research shows that the better the human capital, the better the performance of the Karangsari Village Apparatus, Pejawaran, Banjarnegara.
2. Social capital has a negative and significant effect on the performance of village officials. This research shows that social capital does not affect the performance of Village Apparatus and BPD in Karangsari, Pejawaran, Banjarnegara villages.
3. Structural capital has a positive and significant effect on the performance of village officials. This research shows that the better the structural capital, the better the performance of the Village Apparatus and BPD of Karangsari village, Pejawaran, Banjarnegara.
4. Human capital has a positive and significant effect on Job Satisfaction. This research shows that the better the human capital, the more satisfied the Village Apparatus and BPD will be with their work.
5. that social capital has a positive and significant effect on Job Satisfaction. This research shows that the better the social capital, the more satisfied the Village Apparatus and BPD will be with their work.
6. Structural capital has a positive and significant effect on Job Satisfaction. This research shows that the better the structural capital, the more satisfied the Village Apparatus and BPD will be with their work.
7. Job satisfaction has a negative and significant effect on the performance of village officials and BPD. This research shows that Job Satisfaction does not affect the performance of Village Apparatus and BPD in Karangsari village, Pejawaran, Banjarnegara.
8. Job satisfaction plays a positive and insignificant role in mediating the influence of human capital on the performance of village officials and BPD in village officials and BPD in Karangsari village, Pejawaran, Banjarnegara. This research shows that the presence or absence of Job Satisfaction does not play an active role in human capital influencing the village apparatus and BPD of Karangsari village, Pejawaran, Banjarnegara.
9. Job satisfaction plays a negative and insignificant role in mediating the influence of social capital on the performance of village officials and BPD in Karangsari, Pejawaran, Banjarnegara village officials. This research shows that the presence or absence of Job Satisfaction does not play an active role in social capital influencing the village apparatus and BPD of Karangsari village, Pejawaran, Banjarnegara.
10. Job Satisfaction plays a positive and insignificant role in mediating the influence of structural capital on the performance of Karangsari village officials, Pejawaran, Banjarnegara. This research shows that the presence or absence of Job Satisfaction does not play an active role in structural capital influencing the village apparatus and BPD of Karangsari village, Pejawaran, Banjarnegara.

Suggestion

Based on the research results and conclusions, the suggestions that researchers can put forward are as follows:

1. Human Capital in the performance of the village apparatus and BPD of Karangsari village, Pejawaran, Banjarnegara is quite good. But there is still something that must be considered, namely the knowledge possessed by the performance of village officials and BPD. Knowledge can be increased by attending seminars or by attending job training.
2. Agencies should use social capital as an approach in the planning process, formulating policies and implementing programs for the community, so that it can become a resource and strength in making the potential of the village apparatus and BPD of Karangsari village, Pejawaran, Banjarnegara effective.
3. To improve the performance of village officials and BPD, it is necessary to utilize structural capital maximally and optimally by increasing the potential and work value of village officials and BPD because structural capital will form a performance system within the agency which will become the characteristic of the agency.
4. The performance of the village apparatus and BPD of Karangsari, Pejawaran, Banjarnegara villages is quite good. However, there needs to be attention to the quality of work of the village apparatus and BPD of Karangsari, Pejawaran, Banjarnegara villages by reviewing the results of the work that has been provided.

Research limitations

Based on the researcher's direct experience in this research process, there are several factors that future researchers should pay more attention to in further perfecting their research because this research itself certainly has shortcomings that need to continue to be corrected in future research. Several limitations in this research include:

1. This research involved a limited number of respondents, namely 135 respondents. So the results are still insufficient to describe the actual situation.
2. There are still limitations both in terms of methodology and the results obtained in this research.
3. In the process of collecting data and information provided by respondents through questionnaires, sometimes it does not show the actual opinion of the respondent, this happens because sometimes there are differences in thoughts, assumptions and different understandings for each respondent, as well as other factors such as the honesty factor in filling in the respondent's opinion in the questionnaire.

Future research agenda

1. It is hoped that the results of this research can be used as a reference and comparison for future research by trying to research the environment or other objects.
2. It is hoped that further research will further strengthen the theory that will be used as a reference to strengthen the research model, and that researchers will be better prepared in preparing variable dimensions and adding other variables that may also influence many things in this research.

References

- “Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 Tentang Desa,” *Dewan Perwakilan Rakyat Republik Indonesia*. https://www.dpr.go.id/dokjdi/document/uu/uu_2014_6.pdf (Accessed Jun. 16, 2023).
- Amalia, R. A. (2021). The Influence of Human Capital, Social Capital and Organizational Capital on Employee Performance at Bank BRI Bulukumba Branch (Doctoral Dissertation).
- Anggreini, W., Dirlanudin, D., & Arenawati, A. (2018). Performance of the Village Consultative Body (BPD) in Parahu Village, Sukamulya District, Tangerang Regency (Doctoral Dissertation, Sultan Ageng Tirtayasa University).
- Apriani, R., & Sakban, A. (2018). Performance of the Village Consultative Body in Implementing Village Government. *Civitas: Education-Research-Devotion to Pancasila and Citizenship Education*, 6(2), 34-44.
- Ardiansyah, R. (2021). Human Capital and Structural Capital Influence on Employee Performance at Pt. Pos Indonesia (Persero) Bandung (Doctoral Dissertation, Indonesian Computer University).
- Bab, S. P. (2021). Structural Capital. Fauzan, M. T. (2021). The Influence of Human Capital, Structural Capital and Relationship Capital on Employee Performance at Pt. Bpr Artha Pamenang Jombang Branch (Doctoral Dissertation, Stie Pgri Dewantara).
- Ferdinand, A. (2014). *Management Research Methods: Research Guidelines for Writing Theses and Dissertations in Management Science*.
- Frimayasa, A., & Lawu, S. H. (2020). The Influence of Organizational Commitment and Structural Capital on the Performance of Employees at Pt. Frisian Flag. *Equilibrium: Scientific Journal of Economics, Management and Accounting*, 9(1).
- Hasmirati, H., & Akuba, A. (2022). The Impact of Structural Capital, Structural Capital, and Customer Capital on MSME Business Performance in Tilamuta. *Jamin: Journal of Management Applications and Business Innovation*, 4(2), 201-215.
- Kwelju, J., & Latuihamallo, A. J. (2022). Analysis Of Structural Capital, Structural Capital, Organizational Capital On Employee Performance At The Regional Service Agency Of Maluku Province. *Badati*, 6(1), 67-81.
- Maryudanto, B. (2020). The Influence of Human Capital and Structural Capital on Employee Performance (Case Study of Perum Lpnppi Airnav Indonesia) (Bachelor's Thesis, Faculty of Economics and Business, UIN Jakarta).
- Muhammad, H., & Dwi, F. A (2019). The Influence of Intellectual Capital on Employee Performance at Pt Bosowa Propertindo Makassar. *Journal Of Economic, Management, Accounting And Technology (Jematech)* Vol. 2, no. 1.
- Nurlinah, N. (2019). Analysis of the Role of the Village Consultative Body (Bpd) in Implementing Government in Pao Village, Kuncipao District, Gowa Regency. *Government: Journal of Government Science*, 108-115.
- Oktaviany, D. P., & Raharjo, S. T. (2019). Analysis of the Influence of Structural Capital and Structural Capital on Organizational Performance (Study of Technical Service Units in the Semarang City Government Environment) (Doctoral Dissertation, Faculty of Economics & Business).
- Banjarnegara Regency Regional Regulation Number 1 of 2017 Article 1 Paragraph 6

- Minister of Home Affairs Regulation Number 110 of 2016 concerning Village Consultative Bodies
- Pertiwi, M. T. M., & Nugroho, S. P. (2020). The Influence of Human Capital (Structural Capital) and Social Capital (Structural Capital) on Organizational Performance with Innovation Capability as a Mediating Variable (Case Study at Pdam Tirta Makmur Sukoharjo Regency) (Doctoral Dissertation, Muhammadiyah University of Surakarta).
- Riza Melia, P., & Fivi, A. (2021). The Influence of Intellectual Capital on Organizational Performance (Empirical Study at a Private University in West Sumatra) (Doctoral Dissertation, Bung Hatta University).
- Setyobakti, M. H., & Murniati, W. (2018). Analysis of Village Apparatus Performance in Lumajang Regency. *Wiga: Journal of Economic Research*, 8(2), 124-132. Please, Elvie Maria. 2021. Intellectual Capital Reference Book: Improve Your Employee Productivity And Performance. Yogyakarta: Deepublish.
- Sudaryati, D., & Heriningsih, S. (2020). The Influence of Motivation, Organizational Culture and Village Information Systems on Village Government Performance. *Compartment: Accounting Scientific Journal*, 17(1).
- Sugiyono. (2016). Quantitative, Qualitative and R&D Research Methods (23 Ed.). Bandung: Alfabeta
- Suhaimah, S., Sularso, R. A., & Sumani, S. Effect of Intellectual Capital on Employee Performance With Job Satisfaction As A Mediator Variable.
- Suryandari, N. N. A., Putra, G. B. B., & Pratiwi, N. N. N. (2021). Intellectual Capital and Social Capital in Driving Company Performance. *Journal of Accounting Research (Champion)*, 11(2), 335-348.
- Thahrim, M., & Pinoa, M. (2019). The Influence of Structural Capital and Job Satisfaction on the Performance of Ternate City Environmental Service Employees. *Journal of Synergy Management*, 5(2).
- Threesa, T., & Budiarti, I. (2021). Human Capital, Social Capital, and Organizational Culture Influence on Employee Performance (Study of Mining Companies in Indonesia). *Journal Of Economics, Management, Business And Accounting (Jemba)*, 1(1), 117-129.
- Utomo, C. W., & Wajdi, M. F. (2019). The Influence of Social Capital, Organizational Citizenship Behavior, and Job Satisfaction on the Performance of Employees at the Charity Health Hospital, Wonogiri Regency (Doctoral Dissertation, Muhammadiyah University of Surakarta). 666999
- Wadjedji, R., & Novianti, W. (2019). The Influence of Structural Capital and Job Satisfaction on Employee Performance at the Bandung Indonesian Post Office. *E Library Unikom*, 1-16
- Walenta, A. S. (2019). The Influence of Social Capital on Performance Improvement in MSME Restaurants in Tentena City, Poso Regency. The Influence of Structural Capital Against Performance Improvement in Smes Restaurant in the City of Tentena, Poso Regency. *Pinisi Business Administration Review*, 1(2), 125-136.