

Analysis of Skills and Innovation on the Work Effectiveness of Talang Jangkang Village Apparatus

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ABSTRACT

Human resources (HR) are a key factor in determining the success of an organization, including in public sector organizations. The village government as a leading government unit has a strategic role in providing public services, development, and empowerment of the village community. This study aims to determine the influence of Skills and Innovation on the Work Effectiveness of Talang Jangkang Village apparatus. The research population amounted to 33 apparatus, with a sample of 33 respondents selected using *the total sample* technique. This study uses an explanatory quantitative approach with multiple linear regression analysis through the SPSS program. The results of the study show that Skills and Innovation simultaneously have a positive and significant effect on Work Effectiveness. Partially, Skills and Innovation each have a significant effect on the Work Effectiveness of the Talang Jangkang Village apparatus.

INTRODUCTION

Human resources (HR) are a key factor in determining the success of an organization, including in public sector organizations. In government, the quality of human resources is the main determinant of achieving development goals and services to the community (Pamungkas & Jakfar, 2022). The village government as a leading government unit has a strategic role in providing public services, development, and empowerment of the village community. The effectiveness of the work of village officials is a very important aspect, because village officials are the direct implementers of government policies and programs at the lowest level. The high and low work effectiveness of village officials will greatly affect the quality of services received by the community and the level of public trust in the performance of the village government (Poljasević, *et al.*, 2025).

In practice, human resource management in public sector organizations, especially at the village government level, faces increasingly complex challenges (Aulia, 2024). Village apparatus not only carry out routine administrative functions, but are also required to be able to adapt to the dynamics of the work environment, such as increasing administrative burden, implementing service digitalization, and demanding transparency and performance accountability (Nugraha, 2019). This condition requires village officials to work professionally, effectively, and adaptively. However, in reality, the effectiveness of the work of village officials in various regions is still not optimal, which is reflected in the timeliness of task completion, the quality of work results, the achievement of targets, and the ability to provide fast and appropriate services to the community (Khirom & Mursyidah, 2024). In practice, there are still often problems in the form of job accumulation, administrative delays, and services that do not meet the expectations of the community (Wulansari *et al.*, 2024), which shows a mismatch between the demands of work and the ability of village officials, thus having an impact on the low effectiveness of work and the quality of public services at the village level.

The work effectiveness of village officials is influenced by their skills and work innovations. The skills of village apparatus include technical, administrative, and interpersonal skills needed in administrative management and service to the community (Apriani, 2020). The mismatch of skills with the demands of work still causes village officials to work based on old habits without adequate competence, thus having an impact on the low quality and speed of task completion (Susiani, 2025). In addition, work innovation plays an important role in increasing work effectiveness, not only through the use of technology, but also through the implementation of new ways of working, simplification of procedures, and creative ideas in public services (Farhan, 2023). Innovative village apparatus tends to be more responsive and adaptive to community needs, while the lack of innovation causes services to run stagnant and less effective (Erizona & Afrinaldi, 2025).

Work skills and innovation are two interrelated factors that cannot be separated in an effort to increase the work effectiveness of village officials. Adequate skills without being supported by the ability to innovate tend to result in rigid work patterns and are less adaptive to change. On the other hand, work innovations that are not supported by sufficient skills will be difficult to apply optimally in the implementation of daily tasks (Farida & Purwoko, 2025). Therefore, village officials are required not only to have good technical and administrative skills, but also to be able to develop innovative ideas in completing work and providing services to the community. The synergy between skills and work innovations is expected to encourage village officials to work more effectively, efficiently, and responsively, so that the goals of implementing village government and improving the quality of public services can be optimally achieved (Aini, *et al.*, 2025).

Table 1. Number of Apparatus of Talang Jangkang Village Office

Number of Apparatus	Gender		Years of Service			Education Level			
	Male	Female	< 5	5-10	> 10	SD	SMP	SMA	S1
33	23	10	10	18	5	3	3	17	10

Source: Talang Jangkang Village (2025)

Talang Jangkang Village, which is located in Kemuning District, Indragiri Hilir Regency, is one of the villages that is also faced with demands to improve the quality of performance of village officials in providing services to the community. Based on initial observations, there are still several problems related to the effectiveness of the work of village officials, such as administrative services that are not fully optimal and the uneven use of apparatus skills in carrying out village government duties and functions. In addition, the work innovation of village officials in simplifying service procedures and adjusting to the needs of the community is still relatively limited (Yelipele, 2025). This condition shows that there is a gap between the performance demands of village officials and their work abilities and innovations, so that it has the potential to affect the overall work effectiveness of village officials (Wanusmawatie, *et al.*, 2024).

Table 2. Training Data for Talang Jangkang Village Office Apparatus in 2025

No	Training Name	Number (People)	Organizer
1	Village Government Administration Training	12	District Government
2	Village Financial Management Training	5	Village Community Empowerment Office
3	Village Information System Application Training	3	Regency Government
4	Public Service Technical Guidance	4	District Government

5	Archival and Manuscript Preparation Training	3	Regional Archives Office
6	Accountability Report Preparation Training	4	Regency Government
7	Training on the Use of Village Finance Applications	3	PMD Service
8	Training on Work Ethics and Discipline of Village Apparatus	5	District Government
9	Digital Archive Management Training	2	Regional Archives Office
10	Population Administration Service Training	4	Regency Government

Source: Talang Jangkang Village (2025)

Based on this description, it can be concluded that the effectiveness of the work of village officials is a very important aspect in supporting the successful implementation of government and public services at the village level. However, there is still a need for empirical studies that specifically examine factors that affect the effectiveness of village officials' work, especially those related to work skills and innovation. Until now, research that specifically examines the influence of skills and innovation on the work effectiveness of Talang Jangkang Village apparatus is still limited. Therefore, the author is interested in conducting a research with the title "*Analysis of Skills and Innovation on the Work Effectiveness of Talang Jangkang Village Apparatus*".

LITERATURE REVIEW

Human Resource Management Theory

According to Halsu et al. in Nurwidia and Gunawan (2023), human resource management is understood as a series of activities that include proper planning and placement of the workforce, development and training of employee competencies, the provision of innovation, harmonious management of working relationships, and performance assessment and control as the basis for increasing organizational effectiveness. In line with this view, Novari (2020) stated that human resource management is a collection of organizational policies and practices designed to influence organizational strategies and determine the form of human resource management applied, which can be explained through indicators such as the labor selection process, training and competency development, reward system, and career management to optimize the contribution of human resources towards the achievement of organizational goals. Furthermore, human resource management practices also have a strategic role in building organizational learning, namely the organization's ability to learn sustainably and adapt to changes in the environment. In this context, effective human resource management allows organizations to increase collective learning capacity through employee development programs, the implementation of job training, and the implementation of knowledge sharing practices between

individuals, which ultimately contributes to improving the organization's innovation ability and responsiveness (Wiryo et al., 2025).

Skills

According to Le Boterf in Lamri and Lubart (2023), skills refer to the ability of individuals to complete tasks by utilizing the right resources, both acquired through training and previous work experience, where the success of its application is influenced by the suitability between the demands of the task, individual abilities, values, interests, and the work environment. Based on this view, skills can be measured through indicators of technical ability in carrying out tasks, mastery of relevant knowledge, utilization of work experience and training, the ability to adapt to the demands of tasks and work environment, and interpersonal skills. In line with that, Dwiwarman (2024) stated that skills include technical and non-technical aspects which include hard skills and soft skills, where soft skills include communication skills, leadership, teamwork, time management, and critical thinking, while hard skills It includes technical mastery of the job, operational skills, and the use of relevant technology and work systems. Furthermore, Katz in Huda et al. (2025) classifies skills into three main types, namely technical skills, human (interpersonal) skills, and conceptual skills, each of which reflects the ability to master work procedures and technologies, the ability to build relationships and cooperation with others, and the ability to think analytically and strategically in understanding organizational problems and making the right decisions. These three perspectives emphasize that skills are a multidimensional factor that plays an important role in supporting the effectiveness of work implementation and the achievement of organizational goals.

Innovation

Innovation is understood as a change that is new or significant to an organization, both in the form of services, work processes, organizing methods, and ways of communicating, although it does not have to be completely new globally (Suriadi & Frinaldi, 2023). Meanwhile, Mendoza (2015) defines innovation as the process of creating and applying new knowledge obtained through continuous search and learning to solve problems of economic value. According to Abidin (2024), innovation in human resource management is understood as the ability of an organization to create and apply new ideas, methods, or practices that are adaptive to environmental changes and technological developments, with indicators including service or work system updates, simplification and efficiency of work processes, the ability to identify and solve problems through new solutions, the application of new knowledge or methods, employee competency development, as well as continuous learning and improvement.

Work Effectiveness

Work effectiveness is the ability of organizations and individuals to carry out their tasks and functions optimally to achieve predetermined goals without excessive pressure. According to Kurniawan in (Aulia *et al.*, 2021), work effectiveness is the ability of an organization to carry out its duties and functions optimally without excessive pressure in the implementation process, which is reflected in indicators of objective transparency, strategy transparency, careful planning, and the availability of facilities and infrastructure. Robbins in (Aryati *et al.*, 2024) emphasized that work effectiveness is related to the accuracy of decision-making and the implementation of actions according to organizational goals, while Richard and M. Steers measure work effectiveness through indicators of job satisfaction, work performance, and flexibility in adapting to change. Meanwhile, Putra & Darmawan (2022) define employee work effectiveness as the ability of individuals to make optimal use of time, energy, skills, and resources, with indicators in the form of efficient work time management, maximum utilization of work facilities, achievement of quality and quantity of work according to standards, and completion of tasks on time and in line with organizational goals.

Previous Research

Previous research has shown that the aspects of skills, competencies, and innovation are closely related to the effectiveness and performance of apparatus in the public sector. Puspitha *et al.* (2024) found that competency development has an effect on improving the performance of apparatus through the work effectiveness of ASN, which emphasizes the important role of individual abilities in supporting the achievement of organizational goals. In line with that, Aini *et al.* (2025) proves that the competence of the apparatus and service innovation have a significant effect on the quality of public services at the village government level, showing that innovation is a strategic factor in improving services. Research by Putri *et al.* (2023) emphasizes the importance of the effectiveness of the work of village apparatus in supporting the quality of public services, especially in crisis conditions such as the Covid-19 pandemic. Furthermore, Martin *et al.* (2024) revealed that *innovation capability* affects the performance of employees in the public sector, while Pribadi *et al.* (2022) emphasized that the innovative behavior of government apparatus is influenced by various organizational and individual factors that have an impact on employee performance.

Research Hypothesis

Based on the theoretical basis that has been described, the hypothesis in this study is "It is suspected that skills and innovations affect the effectiveness of the work of the apparatus of Talang Jangkang Village."

Conceptual Framework

Based on the review of theory and previous research, the framework of this research was prepared to explain the relationship between the variables studied, namely skills (X_1) and innovation (X_2) on the work effectiveness (Y) of the apparatus of Talang Jangkang Village. The framework of thought in this study can be described as follows:

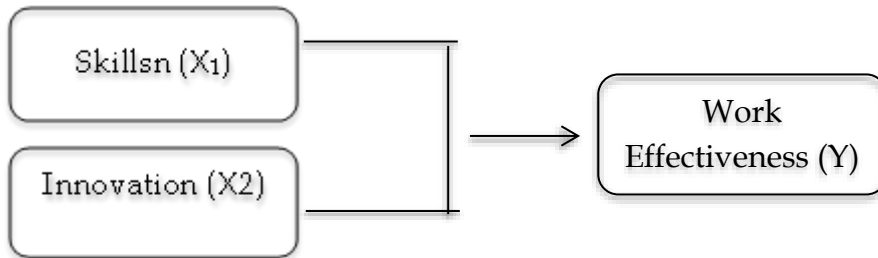


Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative approach with an explanatory research type. Explanatory research aims to elucidate the causal relationship between independent variables.

RESEARCH RESULTS

Before presenting the results of the study in detail, the researcher first conducted a series of tests to ensure the reliability and validity of the instruments and the feasibility of the data used. These tests include validity and reliability tests to assess the quality of instrument items, normality tests to determine the distribution of data, and multicollinearity and heteroscedasticity tests to ensure the regression model meets classical assumptions. After the series of tests were declared eligible, a multiple linear regression analysis was carried out to determine the influence of the Skills and Innovation variables on Work Effectiveness both partially and simultaneously, as well as to evaluate how much the contribution of the two independent variables in explaining the variation in Work Effectiveness.

Validity Test

Table 3. Validity Test

No	Variabel	Item	r count	R table	Description
1	Skills	Item 1	0,885	0,344	Valid
		Item 2	0,859	0,344	Valid
		Item 3	0,890	0,344	Valid
		Item 4	0,918	0,344	Valid
		Item 5	0,875	0,344	Valid
		Item 6	0,923	0,344	Valid
		Item 7	0,882	0,344	Valid
		Item 8	0,905	0,344	Valid

		Item 9	0,940	0,344	Valid
		Item 10	0,955	0,344	Valid
2	Innovation	Item 1	0,879	0,344	Valid
		Item 2	0,904	0,344	Valid
		Item 3	0,777	0,344	Valid
		Item 4	0,942	0,344	Valid
		Item 5	0,818	0,344	Valid
		Item 6	0,865	0,344	Valid
		Item 7	0,915	0,344	Valid
		Item 8	0,926	0,344	Valid
3	Work Effectiveness	Item 1	0,896	0,344	Valid
		Item 2	0,898	0,344	Valid
		Item 3	0,781	0,344	Valid
		Item 4	0,860	0,344	Valid
		Item 5	0,877	0,344	Valid
		Item 6	0,932	0,344	Valid
		Item 7	0,797	0,344	Valid
		Item 8	0,937	0,344	Valid

Source: SPSS Data Processing Output (2026)

From testing the validity of the research variables with each item, the value of r is calculated $>$ r table, so that the entire research variable is valid.

Reliability Test

Table 4. Reliability Statistics

Variabel	Cronbach's Alpha	N of Items
Skills	,974	10
Innovation	,958	8
Work Effectiveness	,954	8

Source: SPSS Data Processing Output (2026)

Based on the results of the reliability test presented in table 4, it was stated that the Skill variable, Innovation variable, and Work Effectiveness variable had Alpha Cronbach values of 0.974, 0.958, and 0.954, respectively. So, the measure of Alpha's steadiness is in the reliable category.

Normality Test

Table 5. Normality Test
One-Sample Shapiro-Wilk Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
KE	,292	33		,923	33	,463
IN	,329	33		,895	33	,406

a. Lilliefors Significance Correction

Source: SPSS Data Processing Output (2026)

Based on the test results in table 5, it is stated that the data is normally distributed with an Asymp value. Sig (2 tailed) is 0.463 and 0.406, respectively, where the significance value is greater than 0.05.

Multicollinearity Test

Table 6. Multicollinearity Test Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	KE	,120	8,327
	IN	,120	8,327

Source: SPSS Data Processing Output (2026)

Based on the results of the test above, it is stated that there is a linear relationship between the independent variable and the dependent variable because the tolerance value of the Skill variable is $0.120 > 0.1$ and the tolerance value of the Innovation variable is $0.120 > 0.1$. On the other hand, the VIF value of the Skill variable was $8.327 < 10$ and the VIF value of the Innovation variable was $8.327 < 10$.

Heteroscedasticity Test

Table 7. Glycemic Heteroscedasticity Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,348	1,044		2,250	,032
	KE	-,088	,064	-,069	-1,376	,179
	IN	,081	,089	,458	,913	,368

a. Dependent Variable: ABS_RES

Source: SPSS Data Processing Output (2026)

Based on the Glyceggery Heteroscedasticity Test presented in table 7 above, it is stated that the regression model used is free from heterokedasticity, because the sig value of the Skill variable is $0.179 > 0.05$, and the sig value of the Innovation variable is $0.368 > 0.05$.

Multiple Linear Regression Equations

Table 8. Multiple Linear Regression Coefficients Output Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4,414	1,752		2,519	,017
	KE	,343	,108	,505	3,181	,003
	IN	,436	,149	,464	2,924	,007

a. Dependent Variable: PA

Source: SPSS Data Processing Output (2026)

The multiple linear regression equations formed are as follows:

$$Y = 4,414 + 0,343X_1 + 0,436X_2$$

Description:

Y = Skills

X1 = Innovation

X2 = Work Effectiveness

The equation shows that a constant value of 4.414 states that if Skills and Innovation are zero, then Work Effectiveness has a value of 4.414. The Skill regression coefficient of 0.343 indicates that every one unit increase in Skill will increase Work Effectiveness by 0.343 units. Meanwhile, the Innovation regression Coefficient of 0.436 shows that every increase of one unit of Innovation will increase Work Effectiveness by 0.436 units

T test (Partial)

Table 9. Partial test t Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4,414	1,752		2,519	,017
	KE	,343	,108	,505	3,181	,003
	IN	,436	,149	,464	2,924	,007

a. Dependent Variable: PA

Source: SPSS Data Processing Output (2026)

The formula in finding t table is: Value $\alpha / 2 = 0.05 / 2 = 0.025$, while Degree of Freedom (df) = $n - 2 = 33 - 2 = 31$. Then the table t-value is obtained as 2.0396.

Because the calculated t value of the Skill variable is $3.181 > 2.0396$. So, Skills have a positive and significant effect on Work Effectiveness. Meanwhile, the calculated t value of the Innovation variable is $2.924 > 2.0396$. So, Innovation has a positive and significant effect on Work Effectiveness.

F Test (Simultaneous)

Table 10. ANOVA F Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	943,908	2	471,954	150,379	0,000
	Residual	94,153	30	3,138		
	Total	1038,061	32			

Source: SPSS Data Processing Output (2026)

Based on the results of the F test presented in table 12, a significance value of 0.000 was obtained which was smaller than 0.05. So, Skills and Innovation together have a positive and significant effect on Work Effectiveness.

Coefficient of Determination (R2)

Table 11. R Square Coefficient Determination Summary Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,952 ^a	,909	,903	1,77156

a. Predictors: (Constant), KSB

Source: SPSS Data Processing Output (2026)

Based on table 11, the Adjusted R Square value is 0.903. This shows that the Skill variable and the Innovation variable are able to explain the variation in the change in the Work Effectiveness variable by 90.3%. Meanwhile, 9.7% was explained by other variables that were not studied in this study.

DISCUSSION

The Influence of Skills and Innovation on the Work Effectiveness of Talang Jangkang Village Apparatus

Based on the results of multiple linear regression analysis and the F (simultaneous) test, it can be seen that skills and innovation together have a positive and significant effect on the effectiveness of the work of the Talang Jangkang Village apparatus. This is evidenced by the significance value of the F test of 0.000 which is smaller than 0.05, and the calculated F value of 150.379 which shows the strong influence of the two independent variables on the dependent variables. In addition, the Adjusted R Square value of 0.903 indicates that 90.3% of the variation in the work effectiveness of village officials can be explained by skills and innovation, while the remaining 9.7% is influenced by other factors outside the research model. These findings indicate that the increase in the work

effectiveness of village officials cannot be separated from the quality of skills possessed by the apparatus and their ability to innovate, both in administrative services and in the implementation of village government tasks as a whole. Thus, skills and innovation are strategic factors that simultaneously contribute significantly to encouraging the effectiveness of the work of village officials.

The Influence of Skills on the Work Effectiveness of Talang Jangkang Village Apparatus

The results of the t-test (partial) showed that skills had a positive and significant effect on the work effectiveness of the Talang Jangkang Village apparatus. This is shown by the calculated t value of 3.181 which is greater than the table t of 2.0396, as well as the significance value of 0.003 which is smaller than 0.05. The skill regression coefficient of 0.343 indicates that every increase in one unit of apparatus skills will increase work effectiveness by 0.343 units. These findings indicate that village officials who have good work skills, such as technical, administrative, communication, and technology utilization, tend to be able to carry out their duties more effectively, efficiently, and on target. With adequate skills, village officials can complete work with better quality, minimize errors, and increase the speed and accuracy of services to the community, thus having a direct impact on increasing work effectiveness.

The Influence of Innovation on the Work Effectiveness of Talang Jangkang Village Apparatus

Based on the results of the partial test, innovation has also been proven to have a positive and significant effect on the effectiveness of the work of the Talang Jangkang Village apparatus. This can be seen from the calculated t value of 2.924 which is greater than the t table of 2.0396 and the significance value of 0.007 which is smaller than 0.05. The innovation regression coefficient of 0.436 shows that every increase in one unit of innovation will increase the work effectiveness of the apparatus by 0.436 units. These findings indicate that the ability of village officials to create and implement new ideas, more effective work methods, and the use of innovative technology and work systems play a significant role in increasing work effectiveness. Innovation allows village officials to adjust to dynamic work demands, improve the quality of public services, and create work processes that are more efficient and responsive to community needs.

CNCLUSION AND RECOMENDATION

Based on the research conducted to analyze the influence of skills and innovation on the work effectiveness of the Talang Jangkang Village apparatus, this study uses a quantitative approach with all village apparatus as a population and sample, totaling 33 people, so that the saturated sample technique (total sampling) is applied. Data was collected through a questionnaire and analyzed using SPSS software version 31.0.1.0, including validity, reliability, normality, and multiple linear regression tests to test the influence of variables partially or simultaneously. The results of the study showed that simultaneously, skills and innovation had a positive and significant effect on the work effectiveness of the apparatus, while partially, each variable of skills and innovation was also proven

to have a positive and significant effect. This finding confirms that improving the skills and ability to innovate village officials is an important factor in encouraging work effectiveness, so that it can support the success of government administration and the quality of public services in Talang Jangkang Village.

1. The Talang Jangkang Village Government is advised to improve the skills of village officials through training programs and human resource development in an ongoing manner, especially in the field of village government administration, the use of information technology, and digital-based public services.
2. Village officials are expected to continue to encourage the creation of innovations in the implementation of public duties and services, such as the development of a more efficient work system, the use of village administration applications, and the implementation of creative ideas that are able to improve the quality of services to the community.
3. For the next researcher, it is recommended to add other variables that have the potential to affect the work effectiveness of village officials, such as work motivation, leadership, work environment, and organizational culture, in order to obtain more comprehensive and in-depth research results.

ADVANCED RESEARCH

1. The next study is suggested to add other variables that have not been studied in this study, such as work motivation, leadership, work environment, and organizational culture, in order to obtain a more comprehensive picture of the factors that affect the work effectiveness of village officials.
2. Advanced research can use different research methods, such as qualitative approaches or mixed methods, in order to delve deeper into the perceptions, experiences, and work dynamics of village officials in improving work effectiveness.
3. The next research is expected to expand the objects and locations of the research, both in other villages and at different levels of government, so that the results of the research have a wider level of generalization and can be compared between regions.

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