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The Influence of Information Disclosure, Organizational Culture, and Poverty on Community Participation in Village Development

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Abstract

This research is motivated by the persistently low level of community participation in village development amid the challenges of regional economic openness and poverty, particularly in Tegal Regency. This study aims to analyze the influence of information disclosure, organizational culture, and poverty on community participation in village development, with religiosity functioning as a moderating variable. Drawing on Good Governance theory, which emphasizes transparency, participation, and accountability, this research utilizes an explanatory quantitative approach. The population comprises 281 villages and 2,341 village officials in Tegal Regency, with a sample of 150 respondents determined using the Slovin formula and simple random sampling. Primary data were collected through observation, interviews, and an online Likert-scale questionnaire. Data were analyzed utilizing the Partial Least Square-Structural Equation Modeling (PLS-SEM) method via SmartPLS version 4.0. The empirical results demonstrate that information disclosure, organizational culture, and poverty exert a positive and significant effect on community participation. Furthermore, religiosity is shown to significantly moderate the effect of poverty on community participation, strengthening the relationship. However, it does not moderate the effects of information disclosure or organizational culture. The study concludes that enhancing community participation necessitates strengthening information transparency, cultivating an adaptive organizational culture, and leveraging religious values to overcome poverty-related barriers.

Keywords: information disclosure; organizational culture; poverty; religiosity; community participation

INTRODUCTION

Village development faces increasingly complex challenges in the current era, primarily driven by regional economic openness and democratization. Overcoming these obstacles and pushing towards village digitalization are critical for regional advancement (Fardani et al., 2021). The village serves as a fundamental element in the governance structure, and village governments must strive to involve the community effectively (Samaun et al., 2025). Consequently, rural development must be established based on the implementation of good governance principles (Yalimo, 2025).

A progressive village is characterized by its capacity to manage resources effectively. However, achieving this heavily relies on community participation in development planning and execution (Ginting et al., 2024; Sante et al., 2023). High accountability and public transparency further reinforce community participation (Cahyani et al., 2025). Furthermore, understanding social dynamics and poverty constraints is vital (Herdiana, 2022), as proper resource allocation requires clear planning (Hidayatullah, 2022).

Several internal and external factors influence participation. Public information disclosure serves as a critical benchmark for realizing good governance (Harywibowo, 2025). The implementation of public information disclosure at the local government level significantly encourages public involvement and trust (Yuono, 2023). Secondly, organizational culture shapes the actions of individuals within an organization (Kindai, 2020) and serves as an internal control mechanism (Pratamayasa et al., 2024). An adaptive organizational culture improves public service performance (Teddy, 2025) and contributes to community welfare (Laia et al., 2024).

On the other hand, poverty is a major structural barrier that limits people's capacity to participate actively in development. Amidst these challenges, religiosity is positioned as a moderating variable. Religious understanding and moral values are essential capital for prosperous village development (Nurishlah et al., 2023), as religious moderation can guide social intentions and behaviors (Utomo et al., 2024). This study evaluates the simultaneous effects of information disclosure, organizational culture, and poverty on community participation in Tegal Regency, examining whether religiosity moderates these relationships.

METHOD

This study utilizes an explanatory quantitative research design. To understand the target population and determine the appropriate sample, statistical methodologies for quantitative populations were applied (Jailani et al., 2023; Putu, 2024). The population comprises 281 villages and 2,341 village officials in Tegal Regency. The sample size was determined using the Slovin formula, resulting in a representative sample of 150 respondents selected via simple random sampling (Rahayu, 2022). Adjusting sample sizes for better representation aligns with established empirical practices in relevant studies (Adrian et al., 2024; Rokhayatun, 2023).

Primary data were gathered through observations and structured interviews (Fadhallah, 2021) as well as online questionnaires using a 5-point Likert scale (Sugiyono, 2020). The survey targeted the village apparatus and community members to assess village competency and accountability (Daud et al., 2024).

The conceptual framework mapped independent variables, dependent variables, and the interactions between them (Bagus, 2024; Yohana, 2024). The operational indicators were adapted from robust previous research: information disclosure indicators from Eka Suci (2022), organizational culture and leadership metrics from Ulfa (2023) and Bagus et al. (2021), and community participation metrics from Ma'ruf (2023).

Data analysis was conducted using Partial Least Square-Structural Equation Modeling (PLS-SEM) via SmartPLS version 4.0. The evaluation encompassed both the Outer Model and the Inner Model (R-Square, Goodness of Fit, and hypothesis testing via Resampling Bootstrapping) to ascertain the determinants of village management accountability (Indraswari, 2025).

RESULTS AND DISCUSSION

The demographic profile of the 150 respondents indicates a composition of 54.3% males and 45.7% females. The majority held a high school equivalent degree (47.7%) and identified as general community members (59.3%). In the Outer Model evaluation, all indicators achieved an outer loading value above 0.70 and an Average Variance Extracted (AVE) above 0.50 (ranging from 0.723 to 0.837). The Cronbach's Alpha and Composite Reliability scores for all variables exceeded the 0.70 threshold. For the Inner Model evaluation, the R-Square value for Community Participation was 0.776. The Goodness of Fit (GoF) testing yielded an SRMR value of 0.040.

Table 1. Hypothesis Testing Results

Hypothesis Path	T-Statistics	P-Values	Conclusion
Information Disclosure -> Participation	5.846	0.000	Accepted
Organizational Culture -> Participation	8.014	0.000	Accepted
Poverty -> Participation	11.824	0.000	Accepted
Religiosity * Info. Disclosure -> Participation	0.256	0.798	Rejected
Religiosity * Org. Culture -> Participation	0.229	0.819	Rejected
Religiosity * Poverty -> Participation	3.281	0.001	Accepted

The hypothesis testing revealed several key findings. Information disclosure and organizational culture both exert a positive and significant effect on community participation (P-value = 0.000), confirming that transparent administration fosters civic engagement (Mafturrahman et al., 2024; Yuono, 2023). Furthermore, strong coordination and appropriate infrastructure planning are vital to village empowerment (Rauf, 2022; Mahendra et al., 2022). Third, poverty positively and significantly influences community participation in this dataset (T-statistic = 11.824), indicating a complex dynamic where rural communities remain engaged in local development despite socioeconomic challenges (Gusri et al., 2022; Bedagai, 2022). Targeted development programs must consider these poverty constraints to foster genuine participation (Husain, 2020). Regarding the moderating variables, religiosity successfully moderates the effect of poverty on community participation (P-value = 0.001, T-statistic = 3.281). This aligns with findings that religiosity shapes perceptions and acts as a crucial moderating force in social behaviors (Agustin & Hakim, 2022). However, religiosity does not significantly moderate the influence of information disclosure or organizational culture, indicating that institutional transparency drives participation independently of religious orientation.

CONCLUSIONS

Information disclosure, organizational culture, and poverty independently exert a positive and significant influence on community participation in village development. Furthermore, religiosity acts as a significant moderating variable that strengthens the relationship between poverty and community participation, demonstrating that robust religious values encourage civic involvement even amidst economic limitations. However, religiosity fails to moderate the impact of information disclosure and organizational culture.

The findings imply that village governments must prioritize transparency and cultivate a collaborative organizational culture. A limitation of this study is its restricted sample size confined geographically to Tegal Regency. Future studies are recommended to expand the sample size, widen the scope, and explore alternative variables.

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