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## The Influence of Ethnocentrism and Social Culture on the Performance of Local Government Agencies in Serang Regency

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### Abstract.

This study aims to analyze the effects of ethnocentrism and social culture on the performance of local government agencies in Serang Regency. The research employed a quantitative approach. The population consisted of all residents of Serang Regency aged between 20 and 60 years, totaling 932,137 individuals. A sample of 156 respondents was selected using proportional random sampling. Data were collected through questionnaires distributed to residents of Serang Regency. The collected data were analyzed using the Structural Equation Modeling (SEM) method, which was implemented through the AMOS software program. The results indicate that ethnocentrism has a positive and significant effect on the performance of local government agencies. Furthermore, social culture also has a positive and significant effect on the performance of local government agencies.

**Keywords:** Social Culture; Ethnocentrism; Local Government Agency Performance.

### 1 Introduction

Regional Government Work Units (SKPD) are executive bodies responsible for implementing governmental functions and coordinating administrative activities to ensure effective governance. Since 2004, the legal basis for the establishment of SKPD has been stipulated in Article 120 of Law No. 32 of 2004 concerning Regional Government. Regional Government Work Units are organizations or institutions within local governments that are accountable to regional heads in administering governmental affairs. At the provincial level, regional apparatuses consist of the Regional Secretariat, Regional Departments, and Regional Technical Agencies. At the regency or municipal level, they include the Regional Secretariat, Regional Departments, Regional Technical Agencies, Districts, and Villages.

Local governments perform essential governance and public service functions. To carry out these responsibilities effectively, Regional Government Work Units are granted the authority to provide the best possible services to the public. Achieving high organizational performance requires competent human resources capable of delivering services efficiently and effectively. Therefore, special attention must be given to improving the performance of Regional Government Work Units to ensure that performance targets established by local governments can be achieved.

In the context of rapid globalization, ethnocentrism has emerged as an important issue that cannot be overlooked. Ethnocentrism refers to the tendency of individuals or groups to regard their own culture or ethnic group as superior to others. This attitude may influence various aspects of social and organizational life, including the performance of local government agencies.

Within organizational settings, ethnocentric attitudes may lead individuals to prioritize the interests of their own groups over collective organizational goals. Such behavior can hinder



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cooperation among organizational members and potentially reduce overall organizational performance (Hasibuan, 2015). Furthermore, ethnocentrism may trigger conflicts among individuals or groups within an organization. When conflicts arise, organizational performance may be disrupted because attention is diverted from the organization's primary duties and responsibilities (Siregar, 2018).

In the era of globalization, social culture plays a crucial role in various aspects of society, including the performance of local government agencies. Social culture encompasses the values, norms, and customs shared by a community that influence individual behavior and social interactions. The performance of local government agencies is an important indicator of the effectiveness and efficiency of public services delivered to citizens.

The diverse social cultures resulting from different ethnic groups, religions, and traditions significantly influence the performance of local government agencies. This influence can be observed in various policies and programs implemented by local governments, which often take social and cultural factors into consideration when delivering public services. For example, in efforts to improve educational quality in specific regions, local governments often integrate local cultural values to ensure that programs are well accepted by local communities.

In addition, social culture influences communication patterns and cooperation among government officials in carrying out their duties and responsibilities. In social cultures that emphasize togetherness and mutual cooperation, the performance of local government agencies tends to improve due to stronger collaboration and support among members. Conversely, in more individualistic and competitive cultures, organizational performance may be constrained by limited cooperation and mutual support.

Previous studies have demonstrated that inclusive social cultures that encourage teamwork can significantly improve the performance of local government agencies (Smith, 2018). Likewise, social cultures that promote values of solidarity and mutual respect can positively affect organizational performance (Jones, 2017). These findings suggest that social culture exerts a substantial influence on the performance of local government agencies. Therefore, further research is needed to identify which dimensions of social culture contribute most significantly to improving organizational performance. Such findings could provide valuable insights for enhancing the effectiveness and efficiency of public service delivery at the local level.

In recent years, increasing attention has been given to ethnocentric and culture-based development approaches across various regions of Indonesia. This trend has been driven by the need to preserve and strengthen local cultural identities as part of an inclusive regional development strategy (Kaehe et al., 2019). Nevertheless, several challenges have emerged, including unequal community participation, where certain groups tend to dominate decision-making processes (Manghayu, 2018). Moreover, limited community authority in determining development priorities has contributed to public distrust of new development programs (Buana, 2017). Many development projects have been implemented without adequately considering local cultural values, resulting in conflicts and misalignments between government policies and community needs (Mahadika, 2020; Widihandojo, 2021).



Serang Regency, one of the regencies in Banten Province, has demonstrated significant progress in the performance of its local government apparatus in recent years, particularly in the implementation of the Government Agency Performance Accountability System (SAKIP) and Bureaucratic Reform (RB). The Serang Regency Government received the 2023 SAKIP Award for several high-performing regional agencies and district administrations.

However, limited public participation in development planning remains a challenge in Serang Regency. This situation may reduce public support for and the sustainability of development programs. The challenge is further exacerbated by persistent ethnocentric attitudes, which often restrict cooperation among different cultural groups. Consequently, understanding the influence of ethnocentrism and social culture on the performance of local government agencies is essential for improving governance effectiveness and promoting sustainable regional development.

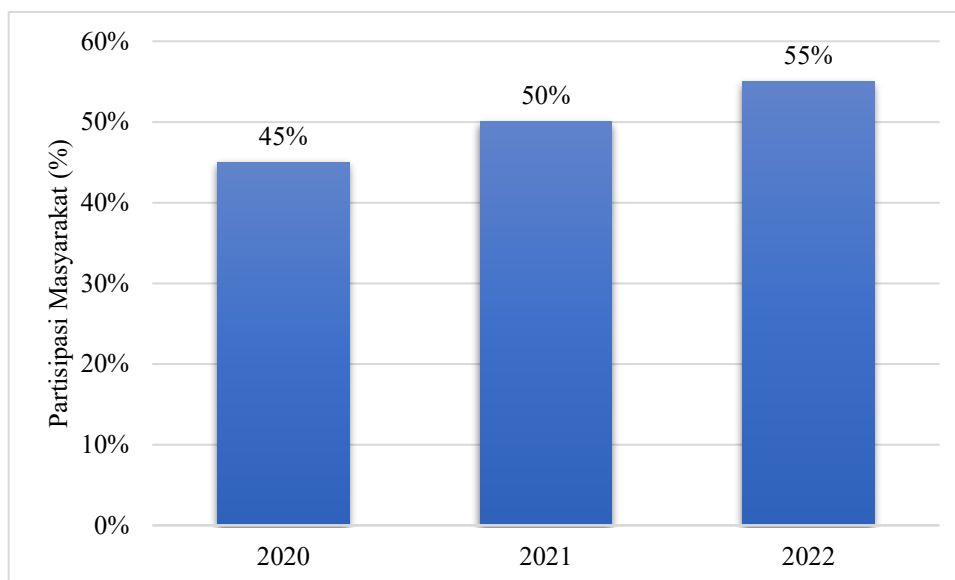


Figure 1. Community Participation in Development Planning in Serang Regency

Source: RPJMD, 2022

The level of community participation in development planning in Serang Regency, as illustrated in Figure 1, increased from 45% in 2020 to 55% in 2022 (RPJMD, 2022). The relatively low level of community participation in previous years posed a challenge to the implementation of development programs. However, the upward trend shown in the data indicates considerable potential for empowering communities as active partners in regional development. Community participation is expected to mediate the relationship between ethnocentrism, social culture, and the performance of local government agencies.

The primary issue addressed in this study is the suboptimal performance of local government agencies in Serang Regency. One strategic factor that may influence this performance is community participation in the development planning process. Although community participation has shown an increasing trend from 2020 to 2022, it has not yet been fully utilized to improve the performance of local government agencies. Therefore, this study aims to analyze the relationship between community participation and the performance of local government programs, as well as identify strategies for optimization. Through a more structured approach, local government agencies can leverage community participation to strengthen the effectiveness of their programs.



The performance of local government agencies is a key indicator of the success of local governments in achieving development objectives. Serang Regency, as a region with substantial social and economic potential, faces challenges in ensuring the effectiveness and efficiency of program implementation. According to RPJMD (2022), several programs have not achieved their optimal targets due to weak cross-sectoral coordination and insufficient public support. Research focusing on the performance of local government agencies is therefore essential to identify factors affecting program effectiveness, including local cultural aspects and community participation.

Community participation is important not only as a component of local democracy but also as a strategic mechanism for improving the performance of local government agencies. Previous studies have shown that programs involving communities from the planning stage through evaluation tend to achieve higher success rates (Hassan et al., 2018; Kurhayadi, 2023). In the context of Serang Regency, community participation may serve as a mediating factor that strengthens the relationship between local cultural values and the effectiveness of regional program implementation. Active participation enables communities to provide relevant input, resulting in policies that are more responsive to local needs.

Furthermore, ethnocentrism, which often stems from pride in local cultural identity, may have either positive or negative implications for government program implementation. At the same time, social cultural values such as mutual cooperation (*gotong royong*) and solidarity play an important role in fostering a sense of community ownership toward development programs (Nahak et al., 2019). However, when ethnocentrism becomes excessively dominant, it may hinder intergroup cooperation and weaken public support for policies that involve diverse cultural groups (Lani et al., 2022; Yongkun, 2018).

The Development Planning Deliberation Forum (*Musrenbang*) has been implemented as one of the primary mechanisms for increasing community participation in regional development planning. Despite improvements in participation levels, *Musrenbang* continues to face challenges in ensuring the involvement of all segments of society, particularly marginalized groups. Nasution et al. (2019) argue that although the forum is designed to accommodate the aspirations of all community members, the dominance of certain groups—particularly those with greater political or social influence—often limits the representation of other voices. This situation contributes to a mismatch between community needs and development policies formulated at the local level (Saputri & Simbolon, 2023).

The importance of *Musrenbang* is also reflected in its role as a platform for communicating the actual needs of communities and building a more inclusive consensus in development planning. However, a gap frequently exists between planning processes conducted at the village level and the actual implementation of policies, which is often influenced by local political interests (Syarifuddin & Damayanti, 2018).

A study conducted by Wiantara and Yadnyana (2020) found that local culture can improve the performance of local government agencies when applied in an inclusive manner. In addition, community participation has been shown to contribute significantly to the success of public policies, particularly infrastructure development projects (Marpaung & Damanik, 2018). The objectives of this study are as follows: 1) To analyze the effect of ethnocentrism on the performance of local government agencies in Serang Regency. 2) To analyze the effect of social culture on the performance of local government agencies in Serang Regency.

## 2 Method

### 2.1 Research Conceptual Framework

The conceptual framework of this study illustrates the relationships among four key variables: Ethnocentrism, Social Culture, Community Participation, and the Performance of Local Government Agency Programs. The model identifies both direct and indirect



relationships among these variables and explains how community participation influences and strengthens the interactions between ethnocentrism, social culture, and the performance of local government agencies.

Specifically, the framework assumes that ethnocentrism and social culture influence the performance of local government agencies both directly and indirectly through community participation. Community participation serves as an intervening variable that facilitates the implementation of development programs and enhances the effectiveness of local government performance. Therefore, the conceptual framework provides a foundation for understanding the mechanisms through which cultural and social factors contribute to the success of local government programs in Serang Regency.

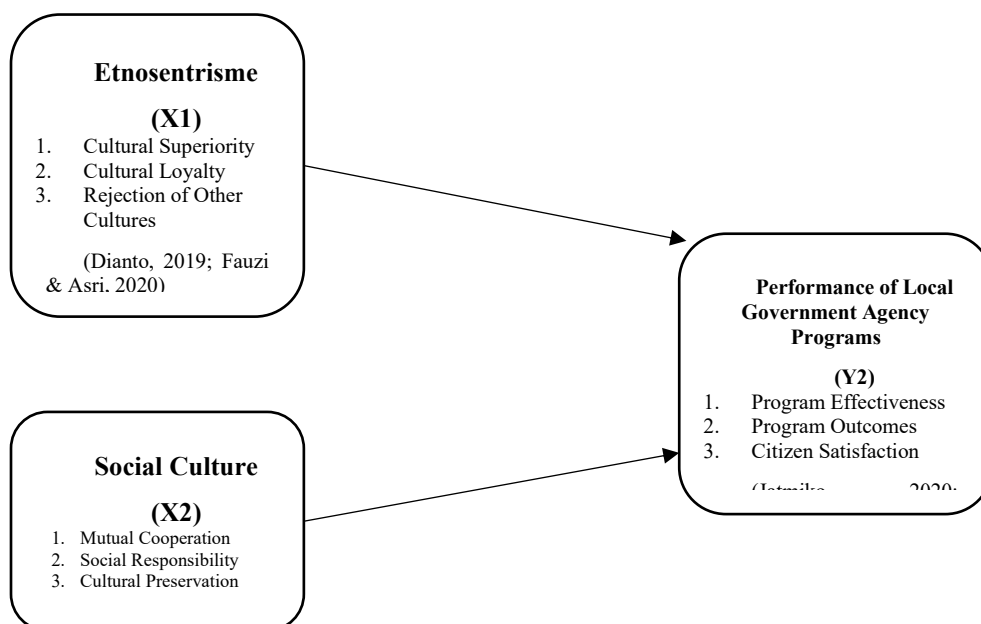


Figure 2. Research Conceptual Framework

The conceptual framework of this study is based on the hypothesis that local cultural values and ethnocentrism play significant roles in determining the success of regional development programs and the level of community participation. This hypothesis arises from observations that, in many regions, cultural beliefs and traditional values influence how communities engage in decision-making processes and participate in the implementation of development projects. Consequently, understanding the relationships among ethnocentrism, sociocultural values, community participation, and the performance of local government agency programs is essential for improving the effectiveness of regional development initiatives.

## 2.2 Research Design

This study employs a quantitative approach using a survey method to collect data from respondents. This approach was selected to measure and analyze the effects of the independent variables (ethnocentrism and sociocultural values) on the dependent variables (the performance of local government agency programs and community participation).

## 2.3 Operational Definitions of Variables

1. Ethnocentrism



Ethnocentrism refers to an attitude or perspective that places one's own culture or ethnic group at the center of evaluation, whereby other cultures are assessed according to the standards of one's own culture. In other words, ethnocentrism leads individuals or groups to perceive their culture as superior, more appropriate, or more valuable than others.

## 2. Sociocultural Values

Sociocultural values refer to the collective patterns of life, values, norms, customs, and social interactions that develop within a community and are transmitted from one generation to another. These values serve as guidelines that influence individual and collective behavior.

## 3. Community Participation

Community participation is defined as the active involvement of community members, whether through ideas, labor, or other resources, in development activities or the management of collective community affairs.

## 4. Performance of Local Government Agency Programs

The Performance of Local Government Agency Programs refers to the extent to which the outcomes of tasks, functions, and programs implemented by local government agencies achieve the objectives, targets, and performance indicators established in regional development planning documents.

## 2.4 Population and Sample

### 1) Population

A population consists of all elements or objects that possess characteristics relevant to a particular study. It may include individuals, objects, or events that share common attributes under investigation, regardless of their size (Chandrarin, 2017).

The population of this study comprises all residents of Serang Regency. Serang Regency consists of 29 districts with diverse social and cultural characteristics. According to the latest data from the Statistics Indonesia Office of Serang Regency (BPS), the population is approximately 1.6 million people distributed across urban and rural areas. The target population of this study includes all residents of Serang Regency aged between 20 and 60 years. This age range is classified as the productive age group according to Statistics Indonesia (BPS).

### 2) Sample

The sample size was determined using Slovin's formula. Sampling was conducted using the Proportional Random Sampling technique, whereby respondents were selected proportionally from villages throughout Serang Regency. The final sample consisted of 156 community members who actively participate in local community affairs, including neighborhood leaders (RT and RW) and community leaders residing in Serang Regency.

### 3) Data Analysis Technique

In this study, inferential data analysis was conducted using AMOS version 28 software. The analysis process included the evaluation of the measurement model through Confirmatory Factor Analysis (CFA), assessment of model fit, and evaluation of the structural model through hypothesis testing. Structural Equation Modeling (SEM) was employed to examine the relationships among the variables and to test the proposed research hypotheses.



### 3 Result and Discussion

Hypothesis testing in this study was conducted by examining the probability value (*p-value*). A relationship was considered statistically significant when the *p-value* was less than 0.05. As explained previously, the structural equation model demonstrated a satisfactory level of fit, as all goodness-of-fit indices met the required cut-off values. Therefore, the model was deemed appropriate for hypothesis testing.

The hypotheses were evaluated using the Critical Ratio (C.R.) values obtained from the Regression Weights output in AMOS. A research hypothesis was accepted when the *p-value* was less than the significance level of 5% ( $p < 0.05$ ), indicating that the null hypothesis was rejected. The results of the hypothesis testing conducted using AMOS version 30.0 are presented in Table 2.

Table 2. Results of the Regression Weights Analysis

| Variabel             |   | Koefisien Jalur                       | C.R.  | P     | Description |             |
|----------------------|---|---------------------------------------|-------|-------|-------------|-------------|
| Etnosentrisme (ETNO) | → | <i>Kinerja Perangkat Daerah (KPD)</i> | 1,352 | 2,794 | 0,005       | Significant |
| Budaya Sosial (BS)   | → | <i>Kinerja Perangkat Daerah (KPD)</i> | 1,355 | 2,453 | 0,001       | Significant |

Source: Processed Primary Data (2022)

#### 1. The Effect of Ethnocentrism on the Performance of Local Government Agency Programs

The effect of ethnocentrism on the performance of local government agency programs produced a Critical Ratio (C.R.) value of 2.794 and a *p-value* of 0.005. Since the *p-value* is lower than the significance level of  $\alpha = 5\%$ , the hypothesis stating that ethnocentrism has a positive and significant effect on the performance of local government agency programs is supported. It can therefore be concluded that higher levels of ethnocentrism are associated with improved performance of local government agency programs. Thus, the first hypothesis is accepted and empirically validated.

Ethnocentrism may influence the performance of local government agencies through its effects on resource allocation decisions and interactions among different social groups. Fair et al. (2022) argued that ethnocentrism can affect participation levels in large-scale programs, and its impact on project management may either enhance or hinder performance depending on how different groups perceive shared objectives. Similarly, Bandyopadhyay and Green (2023) found that ethnic and regional favoritism significantly influences political preferences, resource distribution, and governance practices. Historical factors, such as levels of infrastructure development, also play an important role in shaping policy effectiveness within specific regions.

From the perspective of the Theory of Planned Behavior (TPB), ethnocentrism influences the performance of local government agencies by shaping intentions that may either support or hinder cooperation, inclusiveness, and equitable public service delivery. Attitudes, subjective norms, and perceived behavioral control influenced by ethnocentric tendencies can create



psychological and social barriers that directly affect organizational effectiveness. Therefore, local government agencies should promote cultural awareness, implement anti-discrimination training, establish systems that encourage inclusion and fairness, and foster organizational norms that support diversity. Through these efforts, the performance of local government agencies can be improved in a holistic and sustainable manner.

The findings of this study are consistent with those of Fair et al. (2022) and Bandyopadhyay and Green (2023), which indicate that ethnocentrism significantly influences the performance of local government agencies.

## 2. The Effect of Sociocultural Values on the Performance of Local Government Agency Programs

The effect of sociocultural values on the performance of local government agency programs yielded a Critical Ratio (C.R.) value of 2.453 and a p-value of 0.001. Since the p-value is lower than the significance level of  $\alpha = 5\%$ , the hypothesis stating that sociocultural values have a positive and significant effect on the performance of local government agency programs is supported. It can therefore be concluded that stronger sociocultural values contribute to improved performance of local government agency programs. Accordingly, the second hypothesis is accepted and confirmed.

Sociocultural values that promote collaboration and inclusiveness have a positive impact on the success of regional development programs. Charnley and Engelbert (2005) argued that high levels of community participation in environmental programs positively affect the effectiveness of government policies, a finding that is also relevant to regional development initiatives. Likewise, Wiantara and Yadnyana (2020) found that local cultural values emphasizing social harmony contribute to improved governance and greater effectiveness in public administration. Alina and Florentina (2020) further demonstrated that culture plays a significant role in regional development.

Through the lens of the Theory of Planned Behavior, sociocultural values should not be viewed merely as a neutral background factor but as an active force shaping the attitudes, subjective norms, and perceived behavioral control of local government employees. These factors influence work intentions, which in turn directly affect actual performance in governance and public service delivery. Therefore, improving the performance of local government agencies requires not only structural reforms but also transformations in organizational and social culture that promote professionalism, inclusiveness, and accountability.

The findings of this study are consistent with those reported by Charnley and Engelbert (2005), Wiantara and Yadnyana (2020), and Alina and Florentina (2020), all of whom concluded that sociocultural values fostering collaboration and inclusion positively contribute to the success of regional development programs.

## 4 Conclusion

Based on the results of the data analysis and the discussion presented above, the following conclusions can be drawn:



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Ethnocentrism has a positive effect on the performance of local government agency programs. It can be concluded that the first hypothesis is supported, indicating that higher levels of ethnocentrism are associated with improved performance of local government agency programs. The findings suggest that ethnocentrism influences organizational performance through its impact on resource allocation decisions and interactions among different social groups.

Sociocultural values have a positive effect on the performance of local government agency programs. It can be concluded that stronger sociocultural values contribute to enhanced performance of local government agency programs. The findings indicate that sociocultural values that promote collaboration, social cohesion, and inclusiveness positively influence the success of regional development programs and improve the effectiveness of local government performance.

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