

Performance Antecedents of Village Apparatus in District of Kutai Kartanegara, East Kalimantan

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Abstract: *This study examines the antecedents of village apparatus's performance in Kutai Kartanegara districts, East Kalimantan. The research results show that the two antecedents namely leadership style and organizational support are found significantly affect on village apparatus's performance. Furthermore, as indicated from the correlation coefficients each antecedent is represented by a unique dimension such as charismatic leadership, justice, and mental effort burden, respectively. Hypothesis test result suggests that except for work load, antecedents including leadership style and perception of organizational support had a significant influence on the employee performance. Meanwhile, a significant negative correlation was found in the relationship of leadership style to motivation and performance, and also concluded that motivation as intervening variable had less significant influence on job satisfaction. Finally, these results are related to prior research, suggestions for future research are offered and implications for public performance assessment and human resource management are identified.*

Keywords – Apparatus; leadership style; perceived organizational support; motivation; job satisfaction; performance

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I. INTRODUCTION

Indonesia, as a republic-shaped state with central-to-regional governance, has several regulation to manage and improve the performance of its state apparatus. One of most common regulation to implemented is Government Regulation of Indonesia Number 6/2014 that lead to research how its implication for the human resource generally, and government itself particularly. Some empirical studies on village preparedness in implementing Government Regulation of Indonesia Number 6/2014 show that human resource, time and technical factors are the main obstacles. Abdi (2015) in a case study of Blawi village found that in general the village had prepared its human resources to implement the law, but still needed technical guidance from the government on the contents of the Act so that there was no mistake in the implementation. In addition, villages also needed assistance and supervision related to village fund management. Furthermore, Rahmawati and Surifah (2015) in a case study of eight villages in Sleman district found that the villages were ready with the implementation of Law No. 6 of 2014, especially in the case of the budget of villages administration. However, the villages were not yet fully prepared because there were still obstacles in the implementation of the village law. The main constraint factor was the limited time in administration preparation and understanding the contents of the Act as the basic rules. Another factor was less supportive human resources.

Some problems were encountered as a response to the implementation of Government Regulation of Indonesia Number 6/2014. It is necessary to evaluate the performance of public apparatus especially for the village scope in order to overcome an expectation gap. The difference between people's expectations and what constitutes the quality guidelines of how an organization provides public services is called the expectation gap. In general, the performance of a public institution is judged through its ability to absorb the budget. As a result, this success is only emphasized on the input aspect regardless the output level or impact. Specifically, an agency will be declared successful if it can entirely absorb the government budget even if the outcome or the impact achieved from the implementation of the program is still far from the standard. On the other hand, people expect the success of the government agencies is a real action that can improve their welfare. Therefore, performance

indicators are very important as a quantitative and / or qualitative measure that describes the level of achievement of a goal that has been expected.

Based on the Human Resource Scorecard proposed by Kaplan *et al.*, (1996) to integrate human resources into performance measurement systems it is necessary to identify the points of intersection between human resources and the implementation plan of the organization's strategy. The organizational strategy itself can be differentiated into HR Doables (Human Resources efficiency and activity count) and HR deliverables consisting of performance drivers (performance drivers) and enablers (aspects that enable performance to take place). Referring to the performance drivers, the specific objective of this research is to know and analyze the direct influence of the three main antecedents of leadership style and organizational support on endogenous variables such as motivation, job satisfaction and performance of Kutai Kartanegara village apparatus, East Kalimantan, Indonesia.

II. LITERATURE REVIEW

2.1 Human Resource Management (HRM)

Each organization operates by combining resources in a way that is best considered to achieve organizational goals. Basically, what exactly needs to be generated by an organization is the achievement of vision, mission and goals of the organization with various forms of organizational strategy that has been formulated previously. Resources owned by the company or organization is the main element and has four types of resources that are financial, physical, people, technology and system ability. The most important organizational asset a company should have and is highly regarded by management is the human asset of the organization

Human Resources (Human Resource) according to Werther and Davis (1996: 596) is "The People Who Are Ready, Willing, And Able To Contribute To Organizational Goals", human resources can also be understood as a resource that is capable of creating not only the comparative value but also the innovative generative competitive value of an organization that involves not only information owned by a person but also education, experience, expertise and skills (Luthans, 1996).

In a broader perspective, public sector Human Resource Management (HRM) can be explained in four points of view (Klingner, *et al.*, 2010: 12) of which are systems, functions, processes, and interactions. When Human Resource Management is viewed as a system, the system is designed to empower and maximize effective potential utilization of all individuals within the organization (Mathis and Jackson, 2008). HRM is seen as a system of representation of the human resource system which includes laws, rules, organizations, and procedures used to fulfill personnel functions in terms of expressing abstract values. The system is obviously intended to achieve organizational goals.

The managerial functionality of HRM along with the principle of individual behavior development emphasizes on five aspects, among which are, (1) Human, (2) Leadership is participative, (3) Innovative performance style, (4) Orientation based on service to client, (5) The principle of performance-oriented optimum (Wright and Rudolph, 1994).

The first principle for optimum performance is about a human being who is the main element in organization. It is expected that the human element that participates actively can bring about increased performance in the organization (Jacob and Washington, 2003). The second principle is participative leadership. Amabile (2004) argues that the best leadership of the best is the ability to adapt the leader actively with the level of self-involvement at all levels of the organization and with the ability to form a creative environment. Meanwhile, innovative behavior that is the third principle in HRM is referring to the ability to reflect on the performance that has been achieved and studied for later use as development material (Vaughan, 2003). The fourth principle of HRM plays a very important role in the scarcity resources era, the available resources is increasingly limited while the demands of the users of the products and services of the organization are increasingly varied, so the need will increase (Wang and Lo, 2003). In this case, service-based orientation to both public (public) and customer (private sector) clients serves not only as an objective but for the organization it aims to achieve sustained competitive advantage (SCA). Finally, the fifth principle of HRM, the paradigm (Mindset), is an pivotal concept that provides a clear direction for achieving organizational success. With clear development direction, human resources can be managed well and proven to improve performance (Pattanayak, 2003).

Furthermore, the perspective on public sector Human Resource Management can also be described as a process whereby public works as a limited resource are allocated. As an interaction, HRM describes the interaction between the fundamental values that exist in a society that often creates conflict (Klingner, 2015 in Kearney and Cogburn, 2015: 13). These values include the level of response (the ability to prioritize the budgeting process), efficiency (decision on staff allocation based on ability and performance rather than political

allegiance), employee rights (selection and promotion process based on achievement level) and social equality (public works allocated equally based on gender, race, and other specified criteria).

2.2 Leadership Style

Hersey and Blanchard (1993) define the following leadership styles: "The leadership style of an individual is the behavior pattern that a person exhibits when attempting to influence that activities of others as perceived by those others. This may be very different from the leader's perception of leadership behavior, which we shall define a self-perception; rather than style."

Kurt (1939) outlines three types of classical leadership styles. The style of Autocratic Leadership in which leaders tend to concentrate authority, dictate work methods and limit employee participation, both leadership styles of Laissez faire where leaders tend to give full freedom to subordinates to make decisions and complete the work in any way without disrupting the leadership, the three styles of democratic leadership that involve and encourage employee participation in decision-making and working methods.

2.3. Perceived Organizational Support

Perception of organizational support (Perceived Organizational Support) indicates a psychological function that is very important in supporting the continuity of the organization. Based on the organizational support theory developed by Eisenberger *et al.*, (1986), there are three common forms of positive perception of treatment recognized by organizations that are the dimensions of POS improvement.

2.4 Motivation

McGregor (1960) is famous for his formulation of two groups of assumptions about human nature. The X theory basically presents a negative view of people. Theory X assumes that workers have little ambition to move forward, do not like work, want to avoid responsibility, and need to be closely monitored in order to work effectively. Theory Y offers a positive outlook. Theory Y assumes that workers can practice self-direction, accept and actually seek responsibility, and consider working as a natural activity. McGregor believes that the assumption of Theory Y emphasizes the nature of the actual worker and should be a guide to management practice.

Furthermore, Cognitive Evaluation Theory (CET) proposed by Deci & Ryan (1985) specifies factors in social situations that produce variations in intrinsic motivation. CET, regarded as a sub-theory of self-determinant theory, asserts that events and interpersonal structures that bring about a sense of competence during an activity can foster intrinsic motivation because those events create satisfaction as a psychological need in terms of competence. For example, optimal challenges, suggestions or feedback, freedoms from negative evaluations are predictable actions that can facilitate intrinsic motivation (Deci & Ryan, 2000).

CET, furthermore, explains that awareness of competence will not foster intrinsic motivation unless it is offset by an autonomy commonly known as the locus of internal causal perception (de-Charms, 1968 in Ryan & Deci, 1985). Thus, if a person wants to maintain intrinsic motivation, then the person not only has a perception of his or her ability (self-efficacy) they must also realize that his actions come from self-sincerity. In other words, to achieve higher levels of intrinsic motivation, individuals must feel satisfaction with the need for both competence and authority (autonomy). Principles of CET, which emphasize competence and autonomy, have been formulated to be integrated in previous studies to determine the effects of rewards, feedback and other external actions on intrinsic motivation. Some of these studies show that positive feedback to performance is capable of generating intrinsic motivation (Deci, 1971, Harackiewicz, 1979) whereas negative feedback on performance may have the opposite effect. Other researchers such as Valleran & Reid (1984) found that perceptions of self-competence mediated the effect. Even such perceptions along with autonomy can increase intrinsic motivation (Ryan, 1982).

2.5 Job Satisfaction

The term "satisfaction" refers to the general attitude of an individual to his work. A person with a high level of job satisfaction shows a positive attitude toward work. Fogarty (1994) argues that job satisfaction is the state of the extent to which employees enjoy a pleasant or unpleasant emotional experience in performing their duties at work. Job satisfaction reflects one's feelings toward one's work. This appears in the employee's positive attitude towards work and everything faced in his workplace (Čiarnienė, *et al.*, 2010).

From some of the above definition of satisfaction it can be concluded that the satisfaction is a feeling of pleasure or displeasure a person for the results achieved compared to his expectations. In accordance with social cognitive theory (Luthans, 2011), job satisfaction is one of the cognitive processes that interact with organizational context and ultimately result in organizational behavior. While some sense of Job Satisfaction as asserted by Lock in Luthans (1996) "Job satisfaction is a pleasurable or positive emotional state resulting from

the appraisal of one's job or job experience ", which means job satisfaction is a positive or pleasant emotional expression as a result of an assessment of a job or work experience. Job Satisfaction is a general attitude of an employee to his work (Robbins, 1999). Mathis and Jackson (2000) suggest job satisfaction is a positive emotional statement that is the result of an evaluation of work experience.

2.6 Employee Performance

Performance is a very well known word, whether it is in government scope or private companies. Performance implementation has spread to various fields, either in the field of financial resources, marketing or others. However, the concept of performance can basically be seen from two aspects, namely the performance of employees (per-individual) and organizational performance. In general, Elger in Kongsong (2015:5) defines performance as a series of complex actions that integrate skills and knowledge to achieve the expected outcomes.

According to Dessler (2015) which allows the measurement of performance is if the competence of employees identified. In this case the competence can be measured and observed in skill form. Thus, to perform performance measurement, identifying the basic competencies should be done by dividing them into certain skills include: personal competence, interpersonal competence and HR / Business / Management.

III. RESEARCH METHODOLOGY

4.1. Research Design

This study aims to develop and find with proof using SEM (Structure Equation Model), it will be identified the relationship and the influence of exogenous variables on endogenous variables. The data used to measure correlative relationship above is cross section data taken from respondents in all offices of Kutai Kartanegara village. The unit of analysis in this research is the village office in the village offices spread throughout Kutai Kartanegara Regency.

4.2. Population dan Sample

The target population in this study is the Village Secretary and Section Head of Government at the Village Government located in the area of Kutai Kartanegara Regency of East Kalimantan Province. Based on these data it is known that the population of this study comprised as many as 1119 people spread over 193 Villages in 16 Districts in Kutai Kartanegara.

4.3. Research Variables

The research variables in this research divide into exogenous variables, mediating variables and endogenous variables. The exogenous variables i.e.: Leadership, Perceived Organizational Support. The mediating variables i.e.: Motivation and Job Satisfaction. The endogenous variable i.e.: Apparatus Performance.

IV. DISCUSSION

Calculating the loading factor performed on each variable produces a set of main dimensions that form the basis of the conclusion of the relationship of each variable; it results in charismatic leadership for leadership style variables, fairness for organizational support perceptions variables, achievement for motivational variables, peer satisfaction for job satisfaction variables, and personal competencies for performance dimensions.

Furthermore, based on the conclusion of the standardized and p-value path coefficients, the effect of each variable on the other variables can be found to have a positive relationship predominantly compared with a negative relationship. Positive relationships among variables indicate that there is an upward trend or decrease in the direction of the two variables measured while the negative relationship indicates a trend in the opposite direction of the two observed variables. This positive relationship is indicated by almost all variables except the leadership style variables on motivation and performance. In other words, the increasing quality of charismatic leadership style of village leader hence the achievement motivation and personal competence of village apparatus decreasing. The results of this study are supported by the findings of Yukl (2010). This is because the character of charismatic leadership tends to be superior and leads to a gap between the leadership and the apparatus larger (Yukl, 2010).

Based on the critical value Ratio > 1.968 , it is found that there are more relationships between variables that are significant compared to the less significant value. Significant relationships are found in anticipated charismatic leadership styles on motivational variables, job satisfaction and performance. Job satisfaction and motivation variables are also found to have a significant relationship to performance. In contrast, the antecedent relationship of perception of organizational support to motivation and job satisfaction indicates a less significant, but significant to performance. Next, work load antecedents also show a less significant relationship to job satisfaction and performance, but are significant to motivation.

In addition, of the two variables, leadership styles and organizational support perceptions, are only

variable of perceived organizational support that have a non-significant relationship to performance. This is in accordance with Robbins (1999) opinion that employee performance is a function of the interaction between ability and motivation (Nachreiner, 1995).

Finally, the relationship for both intervening variables in motivation to job satisfaction is found not to have a significant relationship but both have a significant relationship to performance. This indicates that both intervening variables, both motivation and job satisfaction, have the potential to become a new antecedent which directly and independently can determine the quality and quantity of performance of personal competence of the village apparatus. This is supported by previous research where motivation becomes the main antecedent determinant of paramedical performance in Malang (Risambessy, 2012) and performance of manufacturing employee in East Java (Riyadi, 2010). Similar to motivation, job satisfaction can also be a major antecedent to performance (Susanty and Miradipta, 2013; Guan *et al.*, 2014).

V. CONCLUSION

Based on the results of the research it can be seen that the antecedents of leadership style, and perception of organizational support has a significant relationship to the performance of the Kutai Kartanegara Village apparatus. In addition, although motivation has an insignificant effect on job satisfaction, both intervening variables have a positive significant relation to performance.

The limitations of this study lies in the time constraints and access information to respondents. To get a more comprehensive model related to public device performance antecedents, a longitudinal study with an instrument that captures a more detailed response from respondents who preferably have a more homogeneous cluster is required. The results of further research is expected to be an input for the government, especially the government of Kutai Kartanegara Regency to prepare qualified and competitive human resources to serve the community.

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