



Research Paper

The Effect of Leadership, Incentives, Environment, and Job Satisfaction on Village Government Performance in Pakis District, Malang Regency

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ABSTRACT: Organizations need potential and quality human resources, both leaders and employees must contribute in carrying out their duties optimally. The implementation of planning, monitoring, evaluation, activity reporting and governance activities and responsibilities in the Village Government involves actions from human resources. Organizational success is influenced by leadership factors that have an impact on the environment, job satisfaction to improve performance and organizational goals are achieved. Based on the background and formulation of the problem, this research will use quantitative by using explanatory research, namely research that can provide explanations and test hypotheses between one variable and another. The process begins with the preparation of theoretical and analytical models as the basis for submitting temporary questions (hypotheses), then proceeds with operational concepts, until concluding as a research finding. The constant value of 33,839 means that if there are no variables of leadership, incentives, environment, and job satisfaction, the level of government performance is 35,946. Adjusted R square value of 0.214 which means that leadership, incentives, environment, and job satisfaction are only able to explain 21.4% of the variation of ethical behavior. The leadership variable has a p-value of 0.019 0.05, which means that leadership has an effect on performance. Thus, H1 leadership effect on government performance is accepted. Leadership affects the performance of village government, so H1 is accepted. The higher the quality of the leader, the better the performance. Incentives affect the performance of village government, so H2 is accepted. The provision of incentives can increase the enthusiasm of workers to increase productivity at work. The work environment affects government performance, so H3 is accepted. The quality of the work environment greatly affects the quality of performance. Job satisfaction affects the performance of the village government, so H4 is rejected. The higher the level of job satisfaction of the workers concerned, the higher the quality of the performance of the village government.

KEYWORDS: Leadership, Incentives, Environment, Job Satisfaction, Village Government Performance

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I. INTRODUCTION

This study examines the influence of leadership, environment, incentives, and job satisfaction on the performance of village government in the Pakis District, Malang Regency. The success of an organization in achieving its goals, depends on the human resource factor. Human Resources have an important role in carrying out activities to achieve organizational goals. For this reason, the existence of human resources in the organization is very strong. Humans have an active role in every organizational activity because humans become planners, actors and determinants of the realization of organizational goals. Goals cannot be realized without the active role of employees, even though they are supported by complete and modern facilities and advances in information technology.

Incentives that exist in a person is a driving force that will realize a behavior in order to achieve the goal of Job Satisfaction himself, by obtaining employee job satisfaction, employee performance will increase because employees feel cared for by the company. Incentives that exist in a person is a driver that will realize a behavior in order to achieve the goal of superior government performance. Work incentives have a positive effect on

employee job satisfaction, so it can be ascertained that the employees who are incentivized are employees who are satisfied with the work being carried out.

Based on the background of the problem and the limitation of the problem as described above, the main points of the problem to be studied, the researchers formulate the problem as follows.

- 1) How is the influence of leadership variables on Village Government Performance in the Pakis District, Malang Regency?
- 2) How is the influence of the Incentive variable on the performance of the Village Government in the Pakis District, Malang Regency?
- 3) How is the influence of environmental variables on the performance of village government in the Pakis sub-district, Malang district?
- 4) How is the effect of Job Satisfaction on the performance of the Village Government in the Pakis District, Malang Regency?
- 5) Which of the variables has the dominant influence between Leadership, Incentives, Environment and Job Satisfaction, on the Performance of Village Governments in the Pakis District, Malang Regency?

II. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

According to Hasibuan (2013, 3) human resources are all humans involved in an organization in seeking the realization of organizational goals. Mathis and Jackson (2006,3) explain that HR is a design of various formal systems in an organization with the aim of ensuring the effective and efficient use of human expertise to achieve organizational / company goals as desired.

Nawawi (2003,37) divides the definition of HR into two, namely macro and micro meanings. The macro definition of HR is all humans as residents or citizens of a country or within certain territorial limits who have entered the workforce, both those who have or have not obtained jobs (jobs). The definition of HR in a simple sense is a human or a person who works or is a member of an organization called personnel, employees, employees, workers, labor, etc. So, human resources (HR) are all the people involved who work to achieve the goals of the company/organization.

2.1. Leadership

Leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, an important dynamic force that incentivizes and coordinates organizations in order to achieve goals, the ability to create a sense of belonging. confidence and support among subordinates so that organizational goals can be achieved.

H1. Leadership Affects Government Performance

2.2. Environment

According to Mardiana (2005) "The work environment is an environment where employees do their daily work". A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of employees. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistically the employee's work performance is also high. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work.

H2. The Environment Affects Government Performance

2.3. Incentive

Incentives come from the Latin word "movere", which means "transfer" or push (Pang and Lu, 2018). In addition, the definition of incentive is an impulse, desire or interest that is so great within oneself, to achieve a certain desire, ideals and goals. The existence of incentives will make individuals try their best to achieve what they want. According to Supriyanto (2007:93) which says that incentives are a complex problem in different organizations from one another. Meanwhile, according to Hasibuan (2013: 143) says that incentives present a driving force that raises the spirit of individual work so that the intention to work grows by relying on good relations, efficient and integrated activities with all things in the environment so as to get job satisfaction. This encouragement is able to bring out the meaning of the level and intensity of workers' efforts in fighting and being diligent to get their goals. Conversely, minimal encouragement is difficult to get results above the intensity of the drive.

H3. Incentives affect Government Performance

2.4. Job satisfaction

The definition of Job Satisfaction according to Suparyadi (2015:165) as a positive attitude based on the results of the evaluation through what is faced will be obtained through the efforts made in carrying out a job with the results or rewards it receives. According to Robbins (2006: 153) states that job satisfaction occurs when individual needs have been met and are related to the degree of likes and dislikes associated with employees, is a general attitude possessed by employees which is closely related to the degree of likes and dislikes associated with employees, is a general attitude possessed by employees that is closely related to the rewards they believe they will receive after making a sacrifice. According to Hasibuan (2008: 202), stated that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work achievement. Based on these several definitions of job satisfaction, it can be concluded that job satisfaction is a pleasant attitude or behavior that is felt by workers in an organization for their role or work.

H3. Job Satisfaction Affects Government Performance

III. RESEARCH METHODS

3.1. Research design

This research is quantitative to examine the effect of the independent variable on the dependent variable.

3.2. Sample and Data Collection

The target population in this study is the population referred to in this study is the entire village government in the Pakis sub-district, Malang district. Purposive sampling technique was used in this study. In this study, the data collection technique used was a questionnaire technique. The questionnaire is a data collection that is carried out by distributing questionnaire statements that are presented to the respondents of the Village Government in the District of Pakis, Malang Regency. Research and Regional Development of Malang Regency, to obtain data related to incentives, Government Performance and employee job satisfaction.

3.3. Analysis Techniques

Before distributing the questionnaires, we first tested the validity and reliability to determine the quality of the research data. Then we perform a "classical assumption test" to detect all assumptions in the multiple regression model and facilitate the data interpretation and analysis process. Classical assumption test includes multicollinearity test, heteroscedasticity test, and normality test. Next, we analyzed the research data with multiple linear regression. We further tested our hypothesis to investigate whether the three independent variables significantly influence ethical behavior. The hypothesis is supported empirically if the probability is below 0.05.

IV. RESEARCH RESULT

4.1. Overview of Research Objects

Respondents in this study were employees who worked in the Village Government in Pakis District, Malang Regency. The following is a description of the characteristics of research respondents consisting of gender, age, last education, employment status. In the Village Government system there are several technical implementers with different tasks, two of which are the Head of Village and Head of Village. If it is reviewed based on existing regulations, it is very clear that the difference in duties between the Kaur (Head of Affairs) and Kasi (Head of Section) is very clear.

4.2. Hypothesis Test Results 1

Hypothesis 1 predicts that leadership has an effect on government performance. We tested this hypothesis using multiple linear regression analysis method. The leadership variable has a p-value of 0.019 <0.05, which means that leadership has an effect on government performance. Thus H1 which states that leadership has an effect on government performance cannot be rejected.

4.3. Hypothesis Test Results 2

Hypothesis 2 predicts that accountants with high Narcissism traits can reduce the chances of unethical behavior occurring. We tested this hypothesis using multiple linear regression analysis method. The incentive variable has a p-value of 0.020 <0.05, which means that incentives affect government performance. Thus H2 which states that incentives affect government performance cannot be rejected.

4.4. Hypothesis Test Results 3

Hypothesis 3 predicts that accountants with a high psychopath orientation are able to commit to ethical behavior. We tested hypothesis 3 through multiple linear regression analysis. The environmental variable has a p-value of $0.046 < 0.05$, which means that the environment has an effect on government performance. Thus, H3 which states that the environment affects government performance cannot be rejected.

4.5 Hypothesis Test Results 4

Hypothesis 3 predicts that accountants with a high psychopath orientation are able to commit to ethical behavior. We tested hypothesis 3 through multiple linear regression analysis. The job satisfaction variable has a p-value of $0.340 > 0.05$, which means that job satisfaction has not an effect on government performance. Thus H4 which states that job satisfaction affects government performance cannot be rejected.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

From the explanation above, it can be concluded that, based on the data analysis that has been carried out, several conclusions can be drawn as follows.

- 1) Leadership affects the performance of village government, so H1 cannot be rejected. The higher the quality of the leader, the better the performance.
- 2) Incentives affect the performance of village government, so H2 cannot be rejected. Providing incentives can increase the enthusiasm of workers to increase their productivity at work.
- 3) The work environment affects the performance of the village government, so H3 cannot be rejected. The quality of the work environment greatly affects the quality of performance.
- 4) Job satisfaction affects the performance of village government, so H4 rejected. The higher the level of job satisfaction of the workers concerned, the higher the quality of the performance of the village government.

5.2. Suggestion

Based on the results of the study and the limitations of the study, the suggestions that can be given are as follows:

- a) For Village Governments in Pakis Subdistrict, Malang Regency

In an effort to improve performance that is balanced between the wheels of government, leadership, work motivation of Village Government employees, it is necessary to hold a program to reward the leadership role of the Village Head or Lurah as Facilitator, Integrator and behave as the father / mother leadership needs to be improved. As a leader in the organization is the driving force must enforce firmness to achieve the vision and mission of the organization at the basic level. The Village Head or Lurah as a leader in the organization every day provides direction and instructions to employees regarding work operational standards. The Planning Committee as a planer or decision maker should not be too insulated in giving his ideology, so that he has the opportunity to improve his abilities, in an effort to improve his performance.

- b) For Knowledge Developers Based on the research results

It can be seen that the influence of leadership, environment on performance in village government can be an additional knowledge in various sectors

- c) Further Research

If the next researcher is interested in interesting topics, they should further expand other variables and increase the number of samples. In addition, to strengthen the research data, it can also be added 72 by conducting interviews with the research sample so that the information obtained is not limited to questionnaires in the form of closed questions.

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