

Performance Analysis of Jember District Government Organizations

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Abstract. From 2021 to 2022 development indicators in Jember Regency have shown an encouraging trend. one of the evidences is the availability of smooth economic transportation media due to the improvement of road facilities in cities and villages, This achievement is closely related to the performance of the Regent leader, the government, and the support of the community. It is interesting to study the extent to which the performance of public organizations can be shaped by motivation, organizational support and leadership style. In the end, this research is also expected to be able to link the research results with the theoretical implications and policy management of the Jember Regency Government. The result is that all independent variables have a significant effect on organizational performance.

Keywords: Public Service Motivation, Perceived Organizational Support, Leadership Style Organizational Performance.

1 Introduction

Government agencies are part of public sector organizations that serve the community to achieve prosperity. Government bureaucracy in Indonesia is still attached to a negative stigma that seems slow, inefficient, ineffective and synonymous with diseases that harm the interests of the community. The image that develops in the community is that the government bureaucracy is still rigid and unresponsive to the needs of service users [1].

Jember Regency is one of the areas with a high level of community need for bureaucratic services and requires the role of the government in order to accommodate every community's aspirations. The efforts made by the Jember Regency Government to increase economic access through improving facilities and infrastructure and creating political stability and democracy have been quite successful. However, behind this success, there are still problems, for example the use of the budget that has not been targeted according to BPK records and there are still individuals suspected of being involved in corruption. Starting from improving public services by continuing to make efforts to facilitate access to public services to the community through the use of information technology.

To improve organizational performance that can create quality public services through public service motivation for all leaders and employees at the Jember district government office. Public service motivation has a meaning as a factor that encourages leaders and employees to provide the best service to the community [2]

It is better if the efforts of the Leaders and Employees to provide services must have organizational support that can be felt by all human resources through policies and systems that support it. Employees expect organizational support in a variety of situations, indicating that Perceived Organizational Support (POS) is affected by several aspects of how organizations treat their human resources, which affects their meaning of the corporate motives underlying the treatment. The most important support is to make employees feel satisfied with the organization's reciprocity and that the corporation concern about the welfare, so they can work with enthusiasm and improve organizational performance.

Quality and maximum performance are organizational demands that can be demonstrated through the Leadership Style. Al Khajeh · [4] argue that Leadership style contributes to organizational success and provides competitive advantage. Leadership Style has a positive impact on the organization, because it makes employees have a high organizational quality, helps the organization's effectiveness, and can form a good work environment so that it raises employee dedication.

1.1. Research Question

In accordance with the stated background, the research question posed is the extent to which organizational performance can be shaped by public service motivation, perceived organizational support, and leadership style?

1.2. Research purposes

The purpose of this study was to investigate: 1) The effect of public service motivation on employee outcomes, based on the formulation of the problem that was created; 2) The impact of perceived organizational support on performance; 3) Leadership Style's Impact on Organizational Performance.

2 Theoretical review

2.1. Public Sector Organizations

Maharani [5] views public organizations as government agencies that have formal legality, facilitated by the state to carry out the interests of the people in all fields of a complex nature. In addition, Mahmudi [6] views public organization as institutions with the goal of providing community services and achieving social welfare. Slightly different from the definition of public organizations above, Mahsun [7] explains that "Public organizations are not only social organizations, non-profit organizations and government organizations. Public sector organizations are those concerned with the interest of the nation and the procurement of goods or services to the public that are funded by taxes or other state revenues that are regulated by law.

2.2. Performance of the Organization

Organizational performance is the entire company effectiveness for the allows for the exchange of each relevant group through systematic efforts and steadily developing the organization's capacity to fulfill its needs effectively. Performance is a description of the accomplishment level of the implementation of an activity/policy program in realizing the goals, outcomes, mission, and vision of the organization contained in the corporate strategy planning of an organization.

According to Da Silva & Borsato [8], organizational performance is a sum of individual employee performance; thus, the higher the individual employee performance, the higher the organizational performance. Meanwhile, organizational performance is defined as the organization's overall effectiveness in meeting the defined needs of each relevant group through systemic efforts and continuously improving the organization's ability to meet those needs effectively.

2.3. Public Service Motivation

Public Service Motivation (PSM) is defined by Perry and Wise [9] as an individual's proclivity to respond to the distinct basic motives that exist in public groups and organizations. This is based on the belief that there are people who are eager and motivated to work in government. The Public Service Motivation (PSM) distinguishes three motives: the first rational motive depending on personal utility maximization, in which people are involved in working in the public sector because they have an intention of supporting certain private sectors while they have authority in the form of public policy. Second, prescriptive motives based on a curiosity to serve the general interest, duty and public - sector loyalty. Third, dispositional motives are derived from emotional factors or program commitment based on prejudice about its social advantages and a sense of patriotism.

2.4. Hypothesis

2.4.1. Public Service Motivation and Organizational Performance

Public service motivation is very influential on employee performance in devoting himself to the community because one form or distinctive part of public service motivation is to encourage a worker (employee) to prioritize the interests of the organization, and contribute his dedication to the welfare of the organization and society. In one study, Perry et.al [2] also explained that the motivation for public services is influenced by various backgrounds of an individual relating to five cases, and one that relates to the influence of public service motivation is the third, namely Professionalism (Professionalism). identification).

Hypothesis 1: the motivation for public services have significant effect to organizational performance.

2.4.2. Perceived organizational support and organizational performance

Eisenberger et al., [3] explained that Perceived Organizational Support will be influenced by various aspects of the way the organization treats its employees and in turn, will affect the employee's interpretation of the organizational motives underlying the treatment, this indicates that employees expect to receive support. organizations in a variety of situations. Employees consider the organization that provides the most meaningful support in the form of attention given by the leadership, namely notifying if there is a bad job done by employees so that employees can find out and improve poor performance.

Hypothesis 2: the perceived organizational support, have significant effect to organizational performance.

2.4.3. Leadership Style and Organizational Performance

Leadership Style is very important to support the effectiveness of organizational functions, especially in the long term. According to Al Hajeh [4], Leadership Style affects organizational effectiveness. Organizational citizenship behavior provides opportunities for every personnel of public institutions to work hand in hand, discuss and complement each other in their work, as a result, every personnel of public institutions becomes cohesive, and assists in achieving higher levels of performance

Hypothesis 3: the Leadership Style, have significant effect to organizational performance.

3 Methods

The population in this study were all leaders at every level of the Jember district government who were permanent employees at public institutions in Jember Regency. The sampling technique in this study used a saturated sample, so the research sample size was 115 respondents

3.1.Data analysis method

Because this study uses indicators to measure each construct, and the measurement model is structural in nature, the approach in modeling used in this study is Structural Equation Modeling (SEM) with the help of LISREL 8.8 software.

The steps of analysis using the Structural Equation Modeling (SEM) method are briefly described as follows:

1. Designing structural equations
2. This design is based on the formulation of the problem or research hypothesis to state the causal relationship between various constructs.
3. Designing the measurement model
4. The design of this model is used to determine the validity and reliability of linking indicators with latent variables.
5. Construction of the Research Path Diagram.
6. Convert Path Diagram to System of Equations
7. Evaluation of Goodness of Fit Criteria

The model suitability test is carried out using several measures of model suitability.

3.2.Hypothesis test

Based on the research objectives, the configuration of the hypothesis test in this study is presented. Because the confidence level is 95%, the significance value is $\alpha = 5\% = 0.05$. And generate a t-table value of 1.96 such that:

- ♣ If the value of t-count is less than the value of t-table ($t\text{-count} < 1.96$), then H_0 is accepted and H_a is rejected.
- ♣ If the value of t-count is greater than the value of t-table ($t\text{-count} > 1.96$), then H_0 is rejected and H_a is accepted.

4 The Results

4.1. Evaluation of the Measurement Model (Validity and Reliability Test)

In this study, the first step is to evaluate the relationship between the variables and their indicators. This review includes authenticity, plan is an excellent, and average variance extracted (AVE) values. The loading factor value indicates the validity indicator. An indicator is said to be valid if its loading factor value is greater than 0.70. However, if the loading factor value is less than 0.70, it must be eliminated from the model.

The following is an evaluation of the measurement model on indicators of public service motivation, perception organizational support (POS), Leadership Style, and organizational performance.

Table 1. Loading Factor

Indikator	Loading Factor
X1 <- Public Service Motivation (PSM)	0,96
X2 <- Public Service Motivation (PSM)	0,89
X3 <- Public Service Motivation (PSM)	0,90
X4 <- Public Service Motivation (PSM)	0,94
X5 <- Perception Organizational Support (POS)	0,97
X6 <- Perception Organizational Support (POS)	0,92
X7 <- Perception Organizational Support (POS)	0,92
X8 <- Perception Organizational Support (POS)	0,91
X9 <- Perception Organizational Support (POS)	0,96
X10 <- Perception Organizational Support (POS)	0,92
X11 <- Perception Organizational Support (POS)	0,91
X12 <- Perception Organizational Support (POS)	0,91
X13 <- Leadership Style	0,96
X14 <- Leadership Style	0,92
X15 <- Leadership Style	0,89
X16 <- Leadership Style	0,90
X17 <- Leadership Style	0,90
Y1 <- Organizational Performance (OP)	0,96
Y2 <- Organizational Performance (OP)	0,89

Y3 <- Organizational Performance (OP)	0,92
Y4 <- Organizational Performance (OP)	0,93
Y5 <- Organizational Performance (OP)	0,91
Y6 <- Organizational Performance (OP)	0,96

Source: Primary data processed (2022)

Based Table 1, each indicator that makes up the construct has a loading factor > 0.70 ; then it can be stated that all indicators are valid.

The next evaluation is an examination of construct reliability using two measures [10] namely:

1. Construct Reliability Measure (CR), with the requirement that the CR value 0.70.
2. Average Variance Extracted Measure (AVE), with AVE value requirements 0.50.

Based on the calculation results, it is obtained the Construct Reliability (CR) value and the Average Variance Extracted (AVE) value as shown in Table .2

Table 2. Construct Reliability (CR) and Average Variance Extracted (AVE)

Konstruk	Construct Reliability (CR)	Average Variance Extracted (AVE)
Public Service Motivation	0,98	0,92
<i>Perception Organizational Support</i> (POS)	0,99	0,92
<i>Leadership Style</i>	0,98	0,91
Organizational Performance	0,99	0,92

Source: Primary data processed (2022)

Based on Table.2, all construct reliability (CR) values 0.70; it means that construct reliability is fulfilled, and also all average variance extracted (AVE) values 0.50; means that the eligibility measure is met.

4.2. Goodness of Fit (GOF)

Table 3. Goodness of Fit Index

Indicator GoF	size	Estimate	Result
<i>Ch-square</i>	df=224, $\alpha=5\%$ < 259,914	194,93	<i>Good Fit</i>
<i>Significancy Probability</i>	$\geq 0,05$	0,09	<i>Good Fit</i>
RMSEA	< 0,08	0,03	<i>Good Fit</i>
GFI	$\geq 0,90$	0,91	<i>Good Fit</i>
AGFI	$\geq 0,90$	0,91	<i>Good Fit</i>
CMIN/DF	< 2,00	0,87	<i>Good Fit</i>
TLI	$\geq 0,95$	0,93	<i>Good Fit</i>
CFI	$\geq 0,95$	0,93	<i>Good Fit</i>

Source: Primary data processed (2022)

Based on Table 3, all measures have a good fit index, thus it can be continued in the next analysis.

Table 4. Correlation Values Between Constructs

	MPP	POS	LS	KO
Public Service Motivation	1,00			
<i>Perception Organizational Support</i> (POS)	0,69	1,00		
<i>Leadership Style</i>	0,69	0,52	1,00	
Organizational Performance	0,74	0,57	0,60	1,00

Source: Primary data processed (2022)

1. Structural Model Evaluation

The first step to evaluate the structural model is to look at the covariance matrix of the latent variables that show the correlation values between the constructs as shown in Table .4.

Table 5. Value of t-count path between constructs

Path	t-count
PSM → OP	4,39
POS → OP	3,89
LS → OP	4,89

Source: Primary data processed (2022)

Based on Table.5 all path t-count values > 1.96 ; then all path relationships between constructs are significant. While the path coefficient values between constructs can be seen in Table 6 below.

Table 6. Path Coefficients Between Constructs

Path	coefficient
PSM → OP	0,32
POS → OP	0,29
LS → OP	0,39

Source: Primary data processed (2022)

Info ::

PSM = Public Service Motivation

POS = *Perception Organizational Support*

LS = *Leadership Style*

OP = Organizational Performance

To get the percentage of influence between the constructs, the path coefficient is multiplied by the correlation value between the constructs and then multiplied by 100% as shown in Table .7.

Table 7. Percentage of Influence Between Constructs

Path	Coefficient	corelation	percentage
PSM → OP	0,32	0,74	23,68%
POS → OP	0,29	0,57	16,53%
LS → OP	0,39	0,60	23,40%

Source: Primary data processed (2022)

Info ::

PSM = Public Service Motivation

POS = *Perception Organizational Support*

LS = *Leadership Style*

OP = Organizational Performance

4.3.Discuss

1. The Effect of Public Service Motivation on Organizational Performance

The path relationship between public service motivation and organizational performance has a t-count value of $4.39 > 1.96$, indicating that H1 is accepted, indicating that public service motivation has a significant influence on organizational performance. According to the study's findings, public service motivation has a correlation value of 0.74 with company effectiveness, indicating that public service motivation has a substantial positive influence on organizational performance. Public service motivation has a 23.68% impact on firm performance; this means that public service motivation contributes 23.68% to organizational performance. The positive relationship between public service motivation and organizational performance indicates that the greater the motivation for public services, the greater the organizational performance.

The study's results show that public service motivation impacts the performance of governmental entities; the findings are consistent with the proposed hypothesis; the strength of the motivation is caused by the public's trust in them; and the appreciation and affirmation of those who work in public sector organizations improves public service motivation [11].

2. The Influence of Perception Organizational Support on Organizational Performance

The path relationship between perception organizational support and organizational performance has a t-count value of $3.89 > 1.96$, indicating that H2 is accepted, implies that perception of organizational assist has a significant impact on the company's performance.

According to the study's findings, perception organizational support has a relationship with the dependent variable of 0.57 with organizational performance, implying that perception employee empowerment has a moderately positive impact on company performance.

Perspective of employee empowerment has a 16.53% impact on organizational performance; this means that perception organizational support contributes 16.53% to organizational performance.

The beneficial correlation between trust organizational support and organizational performance indicates that the stronger intention organizational support, it will increased the organizational performance.

The analysis of the research find evidence of Rhoades and Eisenberger [12] who found that if employees believe they obtain a high level of organizational support, they will incorporate membership as a member of the organization into their authenticity and establish more good interactions and perceptions of the organization. This will enhance the employee commitment to assisting the organization in meeting its objectives and improve organizational performance.

3. The Influence of Leadership Style on Organizational Performance

The trail relationship between Leadership Style and organizational performance has a t-count value of $4.89 > 1.96$; therefore, H3 is accepted, indicating that Leadership Style has a significant impact on the company's performance. According to the findings of the research, Leadership Style has a reliability coefficient of 0.60 with organizational performance, indicating that Leadership Style has a forceful positive impact on firm. Leadership Style has a 23.40% influence on organizational performance, which means it pertains 23.40% to organizational performance.

The positive association between Leadership Style and organizational performance demonstrates that the significantly greater the Leadership Style, the higher the organizational performance.

The results of the study indicate that the Leadership Style provides opportunities for every personnel of public institutions to work hand in hand, discuss and complement each other in their work, as a result, every personnel of public institutions becomes cohesive, and contributes to improving organizational performance. The results of this study are in line with Al Khajeh's research [4]

5 Conclusions and Recommendation

5.1.Conclusion

The outcomes that can be made from the research and discussion results:

1. Public service motivation has a significant impact on the results of Jember Regency's public sector employees.
2. Perception Employee Empowerment has a significant impact on the achievements of Jember Regency public sector organizations.
3. Leadership Style has a significant impact on the performance of Jember Regency's public sector organizations.

Based on the preceding conclusions, several suggestions can be made that are assumed to be useful. Among the suggestions are:

5.2.Recommendations

a. Operational Advice

The Jember Regency Government is advised to continue to develop a Leadership Style that can be accepted by all employees and the community at work, because the application of this behavior will certainly create solid teamwork and work hand in hand in carrying out duties and responsibilities, and it is believed that it will contribute to improving the performance of public sector organizations, especially in Jember Regency. Likewise, Perception Organizational Support as a supporter to improve the performance of public sector organizations, especially in Jember Regency

b. Academic Advice

In the development of management science, especially in public organizations, it is hoped that the results of this research can be used as a reference for the advancement of future study in the field of Management of Public Organizations.

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