GOOD GOVERNANCE IMPACTS ON APPARATUS PERFORMANCES IN THE GORONTALO UTARA GOVERNMENT

Fatmah M. Ngabito, AsnaAneta, Arifin Tahir, JurikoAbdussamad
Postgraduate Program Gorontalo State University

ABSTRACT: This research setsan aim to analyze the impact of good governance (X) on apparatus performances (Y) in the Gorontalo Utara government. The research sample is 63 State Civil Apparatuses (ASN) with structural statuses from seven local government work units (SKPD) in the environment of Gorontalo Utara government. Primary data were collected through a list of question items whose validity and reliability had been tested. The analysis method used was the PLS structural equation model. Findings indicate that good governance (X) had a positive significant impact on apparatus performances (Y) in the Gorontalo Utara government. However, the impact was low, with a degree of 0.333 or 33.3%.

Keywords: *Good Governance, Apparatus Performance, Structural Equation Model, PLS*

I.   INTRODUCTION

Human resources are considered crucial for the sustainability of an organization, aiding the organization to achieve its goals and success. Human resources an organization takes into account should be those who have a work contract with it.An organization is supposed to grow and develop, yet it must confront many challenges and obstacles too, one of which is in how it appreciates its apparatuses. An interaction and collaboration pattern between the government and private institutions or the community, which people name as a partnership, is conducted by many sectors. Meanwhile, a program management pattern is, usually directed to find the best format to implement governance, development, and public service delivery. It is aligned with the national commitment to perform transformation and reformation in all aspects. The partnership between the government and private institutions and the civil society evidently engages in various collaborating attempts made to collate the statutory provision which controls and monitors a government by the community and private institutions, implement development programs and public service delivery, or maintenance both public facilities and infrastructures by the government, private institutions, and the community.

Sedarmayanti (2004:24) argues that good governance constituted when the government had reached its capacity limit, implied by a new burden to the government implementation which consequently would cut its performance capacity and ability in other fields. The appearance of a new idea, which leads to a shift in a government implementation pattern, which demands collaboration between the government and private institutions and the community is a phenomenon of a shifted paradigm from the government to be governance and is an embodiment of socio-political interaction between the government and the community in working out complex, dynamic, and diverse contexts.

According to Adisasmita (2011:38), three main principles which underpinned a good governance implementation were: a) transparency, whose indicators were openly information delivery, guaranteed information accessibility, a queue system in service delivery, and expertise-based employee placement, b) accountability, whose indicators were proper policies, quality improvement, responsibility, and responsiveness, and c) efficiency and effectiveness, whose indicators were guaranteed service delivery, punctuality, and effective services.

Based on the field data, the performance accomplishments of seven local government work units in Gorontalo Utara in the last three years are listed in Table 1.

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Table 1. Performance Accomplishments of Seven SKPD in Gorontalo Utara in 2014-2016

No.	SKPD	Performance Accomplishment/ the Mean	Performance Accomplishment Category
1	Department of Maritime Affairs and Fisheries	84.73%	Good
2	Department of Population and Civil Registration Department of Cooperatives, Micro, Small and Medium Enterprises, Trade, and Industry	83.46%	Good
3	Environmental Services	80.87%	Good
4	Library Office	79.83%	Fairly good
5	Regional Civil Service Agency	79.75%	Fairly good
6	Family Planning and Population Control Service	79.51%	Fairly good
7		75.92%	Poor

Source: LAKIP of each SKPD in 2016

We acknowledged that apparatus performances were poor, as revealed by the score of several indicators, e.g., punctuality, in which apparatuses were found coming late to the office, a lack of facilities, apparatuses' lack of innovation in finishing tasks, in which we could obviously see that they were dominated by their ego as a member of certain regional government work units in accentuating certain regions, when in fact, they had to work together to develop regions and make a cooperation with the community and private institutions. Another factor which must be concerned to elevate apparatus performances is leadership.

It signifies that a leader largely contributes to an organization. An organization can either meet a failure or success, which depends on how the leader manages human resources in the organization. The ever-increasingly complex community life dynamics certainly need a quick, efficient, easy, and affordable service delivery system. A primary service can only be delivered by several improvements in quality, commitment, and alignments.

We were then interested in investigating the issue aforementioned and write research titled "**Good Governance Impacts on Apparatus Performances in the Gorontalo Utara Government**". This research aims to examine good governance impacts on apparatus performances in the Gorontalo Utara government.

II. METHODS

This was quantitative research using an explanatory survey method. The research sample consisted of 63 respondents selected using saturation, so the aggregate population was deemed as a sample as it only comprised less than 100 members. Data were collected using an instrument, which was questionnaires. The instrument was tested in regard to its validity and reliability. Hypothesis tests were conducted using structural equation modeling (SEM) with the PLS method. Variable characteristics were categorized using a class interval quantification method.

$$Class\ interval = \frac{the\ highest\ score - the\ lowest\ score}{the\ number\ of\ classes}$$

The quantification result was then interpreted to be qualitative data by referring to the category presented in Table 2.

Table 2. Variable Characteristic Assessment Category

Score Interval	Assessment Category	Score
1.00-1.80	Strongly disagree	1
1.81-2.60	Disagree	2
2.61-3.40	Fairly agree	3
3.41-4.20	Agree	4
4.21-5.00	Strongly agree	5

III. RESEARCH FINDINGS AND DISCUSSION

Research Findings

1. The Result of Variable Characteristic Descriptive Analysis

a. The Description of the Variable Good Governance (X)

The variable good governance (X) was measured using three reflective dimensions, i.e., transparency (X1), accountability (X2), and efficiency and effectiveness (X3). The result shows that the majority of respondents strongly agreed and the indicator X2 achieved the highest score with a mean score of 4.48. Meanwhile, the indicator X3 achieved the lowest score with a mean of 4.40. In other words, the variable good governance was strongly sustained by the dimension of the indicator X2. On average, good governance (X) had a mean score of 4.45 and existed in a **strongly agree** category. With a very high score of good governance (X), we can assume that if all apparatuses of each of the local government work units in Gorontalo Utara implement good governance principles well, their performances will be enhanced.

b. The Description of the Variable Apparatus Performance (Y)

The variable apparatus performances (Y) was measured using reflective indicators, namely quantity (Y1), quality (Y2), productivity (Y3), punctuality (Y4), and cost supervision (Y5). The result indicates that the majority of respondents agreed and the indicator Y4 achieved the highest score with a mean score of 4.51. Moreover, the indicator Y3 achieved the lowest score with a mean of 4.29. This proves that the variable apparatus performances was strongly sustained by the indicator Y4. On average, apparatus performances (Y) had a mean score of 4.42 and existed in the **strongly agree** category. Because apparatus performances had a very high category score, we can say that apparatus performances will be optimized by a means of good governance and transformational leadership style.

2. The Result of SEM Analysis
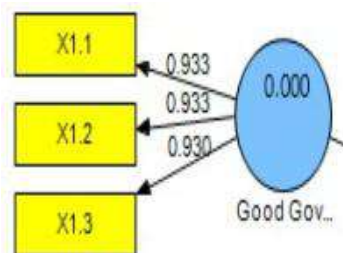#### a. Convergent Validity
i. The VariableGood Governance (X)

Figure 1. Loading Factors of the Variable X

Based on Figure 1, all indicators of the variable good governance had a loading factor score of > 0.6. The variable was measured using three dimensions, i.e., transparency, accountability, and efficiency and effectiveness, with a loading factor of 0.933, 0.933, and 0.930, respectively. It attested that the variable good governance had a high degree of validity.

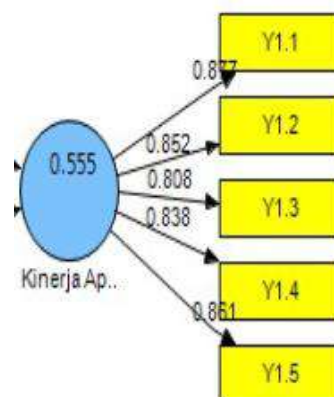#### ii. The Variable Apparatus Performances(Y)

Figure 3. Loading Factors of the Variable Y

Based on Figure 3, all indicators of the variable apparatus performances had a loading factor score of > 0.6. The variable was measured using five dimensions, i.e., quantity, quality, productivity, punctuality, and cost

supervision with a loading factor of 0.877, 0.852, 0,808, 0.838, and 0.861, respectively. It attested that the variable apparatus performances had a high degree of validity.

b. Composite Reliability (CR)

The CR score of > 0.7 indicated high reliability of a construct (Chin,1998).Table 2 lists the result of processing data aimed to quantify composite reliability. Each variable had a CR score of > 0.9, making us safely infer that the construct had high reliability.

Table 3. Composite Reliability Scores

Variable	Composite Reliability	Description
Good governance(X1)	0.953	Very high
Apparatus performances (Y1)	0.927	Very high

c. Cronbach Alpha (CA)

The CA score of > 0.7 indicated high reliability of a construct. Table 3 lists the result of processing data aimed to quantify Cronbach Alpha scores. Each variable had a CA score of > 0.9, making us safely infer that the construct had high reliability.

Table4. Cronbach Alpha Scores

Variable	r_i	Decision	Description
Good governance(X1)	0.927	Reliable	Very high
Apparatus performances (Y)	0.902	Reliable	Very high

3. Hypothesis Testing Results

Hypothesis tests were conducted by observing statistic scores and p-values. A hypothesis was accepted if it was with a p-value of < 0.05.

Table 5. The Structure of the Impact of Variable X on the Variable Y

Construct	Direct Impact	T-count	P-value	Description	Decision
X ---> Y	0.333	3.291	0.001	Positive significant	Accepted

Description: Significant at a significance level of 5% (0.05), if the T_count>T_table

Table 5 shows the direct impacts of each of the variables. The predicted score of good governance impact was 0.333. The score revealed a positive simultaneous impact of good governance and transformational leadership style on apparatus performances. In other words, the more implemented the good governance, the more escalated the apparatus performances. Accordingly, if good governance increased by 1%, apparatus performances would likely increase by 33.3%, but the other variable presumably remained the same.

Discussion

Referring to research findings, the variable good governance and transformational leadership style had a positive significant impact on apparatus performances. It clarifies that the more simultaneously implemented the good governance and transformational leadership style, the more increased the apparatus performances.

Good governance signified a development management implementation, which was solid, accountable, and aligned with democracy and efficient market principles. It prevented errors in investment fund allocation and any forms of corruption, either in a political and administrative manner, implemented discipline in budgeting, and creating a legal political framework for the sake of business activity growth. Good governance, in essential, constituted a concept to which we referred as a decision-making process, whose implementation was accountable collectively, as a consensus among the government, the community, and private institutions, to implement state governance. Meanwhile, a leadership style was a leading style of a leader who consistently influenced his/her fellows, encouraging them to make accomplishments based on a concept built together, and expected an outcome which could give a significant impact on them. Some of the most notable leadership styles were appraisals, rewards, and motivation. A leader with a transformational leadership style demanded him/her to persistently elevate human resources and attempted to give reactions which were presumably motivating the human resources. As such, a leader should have a leadership style which was considered good and exemplarily proper. This research gave evidence that within an organization with several divisions, each of the heads of the divisions had different leadership styles but shared the same goal, namely the organization's welfare and prosperity.

This was aligned with Anggriawan and Wirakusumah (2015) who concluded that leadership and organizational culture had an impact on organization performances, so did good governance. Also, Widjajanti and Sugiyanto (2015) conveyed that in general, the community perception of good governance in Diperindag was good. Diperindag, by their definition, had been able to deliver service well and thus boosted their trust up. Additionally, we also figured out that good governance implementation could bring about excellent services, which were considered effective to build community trust. Besides, Eliyanto and Syairudin (2017) asserted that good corporate governance had a positive significant impact on employee performances.

IV.   CONCLUSION

Apparatus performances were enhanced by many factors. This research proposed empirical evidence through which we could see that good governance had a positive significant impact on apparatus performances, with a predicted direct impact score of 0.333 or 33.3%.

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