

Transformational Leadership, Organizational Commitment, Role Of Legislature In Implementation Of Good Governance And Its Impact On Village Government Performance

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Abstract

This study examines the influence of transformational leadership, organizational commitment, and legislative role on the implementation of good governance and examines the impact of good governance on the performance of the village government. The sampling technique used is proportional stratified sampling. Village officials who participated in the study were the Village Head, Village Secretary, Head of Affairs, and the Village Consultative Board. Of the 328 questionnaires sent, as many as 300 questionnaires were processed using PLS analysis. The test results show that transformational leadership has no effect on good governance however, organizational commitment and the role of the legislature have been shown to have a substantial impact on good governance implementation. Village government performance has been shown to improve with good governance. This research has a contributed to the village government in improving good governance.

Keywords: leadership, organizational commitment, legislative role, good governance, village government performance.

I. Introduction

Good governance stems from the World Bank's report on Africa in 1992 which was considered to be experiencing a governance crisis. The World Bank considers that poverty in African countries is caused by the inability of governments to manage their resources due to corruption, lack of democracy, and lack of transparency (MKandawire, 2007). Therefore, many world financing institutions such as the Organization for Economic Corporation and Development (OECD), Agency for International Development (AID), Asian Development Bank International Monetary

Fund (IMF), and other lending institutions from developed countries have implemented the concept of good governance. during the monetary crisis in 1998(Kharisma, 2014).

By looking at the case of Africa, it shows that the government is considered one of the sources of development failure (Prianto, 2011). To build good governance, the role of government must be reduced because a big government will be a source of bad governance (Kharisma, 2014) (Weiss, 2000). The crisis in Africa has carried a clear message in introducing a new concept to counter what the World Bank has identified as a "crisis of

governance” or “bad governance”(Weiss, 2000).

The implementation of good governance is a must, this is because the demand for clean government is increasing so that it becomes a concern for the government (Beerl et al., 2019). Good governance implementation can create a public trust (Jameel et al., 2019) and reduce the occurrence of fraud (Taufik, 2019);(Wahyuni et al., 2021).

Stockemer (2009) found that democracy in government can improve good governance in local governments and good governance can help improve the performance of local governments. In Indonesia, democracy in government is carried out with a decentralized system. Decentralization aims to give authority to local governments to carry out autonomous regional affairs in developing regions (Usman, 2001). Since 2014, the central government has issued a law on the formation of villages as autonomous regions. The village government is formed as the smallest local self-government area.

Although the decentralized system is expected to improve good governance in self-local governance, in reality, the implementation of good governance in local governments is still facing obstacles.. Local self-government cannot manage **how** to spend (House & Aditya, 1997)(Tse & Chiu, 2014) properly and this is exacerbated by the high number of corruption cases at the local government level (Wardhani et al., 2017). Indonesia Corruption Watch (ICW) also noted an increase in corruption cases since 2015-2019 in village governments. There are 676 defendants in the village fund corruption case (Guritno, 2021).

The results show that creating good governance is influenced by leadership styles (for example Susilo et al (2019);Othman & Rahman (2014); Kia (2020); Tajasom et al (2015). However, research Dong et al (2019), Rojikinnor (2020) and Basri et al (2021) also found that organizational commitment can improve good governance, while Odalonu, (2021), Kabba (2010) and Sayuti (2016) found that the legislature plays a very important role

in creating good governance in the government. This study specifically examines the influence of transformational leadership, organizational commitment, and the role of the legislature on the implementation of good governance and its impact on village government performance. In contrast to previous studies that examined situational leadership in influencing good governance (Susilo et al., 2019), this study uses transformational leadership to see its effect on the successful implementation of good governance in village government. Transformational leadership is believed to be able to improve processes in public sector organizations (Jesse W, 2018) and improve good governance (Omar Elmasry & Bakri, 2019)

The impact of establishing good governance on village government performance is also examined in this study. Research on good governance, in village government as the self-local government, is interesting with hope that this research can contribute to village government in realizing good governance and improving village government performance

2. Literature Review

2.1 Transformational Leadership

James MacGregor Burns in 1978 suggested that the leadership factor determines the success of the organization. This leadership style is closely related to change. A transformational leader views himself as an agent of change, which in this case is not only trying to make changes at the organizational level but also at the individual level in the organization (House & Aditya, 1997;Tse & Chiu, 2014). Therefore, transformational leadership will direct subordinates to a better direction, namely the achievement of good governance (Othman & Rahman, 2014; Kia, 2020; Az-Zahraa & Nurani, 2019). Research Othman & Rahman (2014) shows that ethical leadership is very important in shaping good governance in government. Good governance is a social process in which leadership is a method of

persuading others to understand and agree on what needs to be done and how to do it effectively, as well as a process to facilitate individual and collective efforts to achieve common goals (Yukl, 2015).

Transformational leaders are needed in the newly developing village government. A transformational leader can bring a village to change into a more developed village. Leaders can share vision and accept responsibility so that the village government's performance will improve (Han et al., 2020). The study's findings also suggest that leadership style has a favorable impact on good governance implementation (Othman & Rahman, 2014; Kia, 2020; Tajasom et al., 2015). However, research Dong et al (2019) shows that leadership style has negative impact on implementation of good governance.

2.2 Organizational Commitment

commitment is not less important than that of determines the implementation of good governance. According to Robbins & Judge, (2015), an employee's commitment to a company and its aims is referred to as organizational commitment. and desires to maintain membership in the organization. Village government managers, who are village heads aided by village officials, must have a strong dedication to the village's advancement. As a result, the village apparatus's strong capacity to develop the village will promote the village government's successful implementation of good governance. A study Rojikinnor (2020) shows that organizational commitment is related to good governance. The implementation of stewardship theory, which states that the government must act in the best interests of the community, is a strong commitment to achieving a transparent and responsible government. The village government must be able to offer the community with as much information as possible, as well as be accountable for the implementation of government policies. Brown & Moore (2001) states that major changes can occur in the accountability of an organization

through a commitment to work hard rather than paying more attention to constituents. However, the research results (Basri et al., 2021) show that the commitment of village government managers does not show a significant effect on good governance.

2.3 Legislative Role

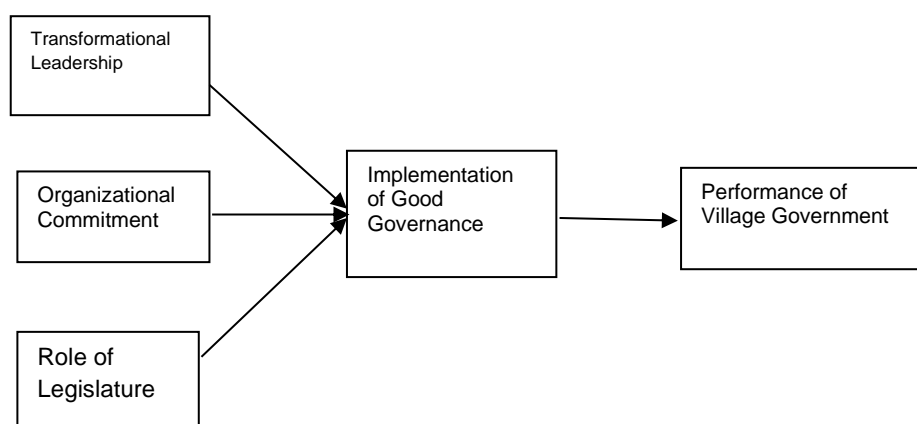
The legislature's position in government can also have an impact on the implementation of good governance. The legislature's primary function is to enact legislation, which is carried out by the administration and interpreted by the judiciary (Odalonu,2020). The legislature plays an important role in realizing a democratic government (Kabba, 2010 and Sayuti, 2016). It is widely recognized that Legislative effectiveness is necessary for democracy, the rule of law, human rights, and economic and social growth. The legislature plays an important role in the life of the nation to realize good governance (Odalonu, 2020). According to Village Law No. 6 of 2014, the legislator is in charge of government functions, and the legislator's members are elected democratically by the Village population. Following the legislative's duties and functions, namely as an institution that performs legislative functions, accommodates community aspirations, and performs a supervisory function, it is hoped that through the effective implementation of this function, a balance of power can be achieved between elements of society represented by the Village Consultative Board and the Government village, resulting in good governance in the village. This is in line with the findings of a study done by (Hartati, 2018) this demonstrates that the legislator has a role to play in promoting village good governance.

2.4 Good Governance

Governance, according to the United Nations Development Program (UNDP), is "the exercise of political, economic, and administrative authority to manage a nation's affairs at all levels." The use/implementation of political, economic, and administrative authorities to manage national challenges at all

levels is characterized as governance. (KPK, 2016). According to Kaufmann, et al., (2010), governance is the habits, practices, values, and organizations through which power in the state is exercised, involving procedures for selecting the government, changing government and accountability, respecting the rights and rights of citizens and the state's ability to organize and use policy. The term governance refers to a comprehensive concept that operates at all levels and responds to people's common or shared problems, as well as citizens' needs and expectations, in an acceptable and widely recognized manner (Griffin, 2010). There is no one-size-fits-all model of good governance that will work in all circumstances (Saich, 2007). Sedarmayanti (2010) mention four main principles that can be described by good governance related to public administration. Firstly, accountability. All actions and policies taken by government officials must be held accountable. Secondly, ptransparency. At both the national and regional levels, good governance will be transparent to its citizens. Transparency aims to give people the opportunity to offer comments and criticisms about the government that they believe is not transparent. Thirdly, the rule of law. There is a guarantees of legal certainty and a sense of community justice for every public policy taken. Fourthly, participation. People are openly participate to comment and criticize the government in case of abuse of power, unethical conduct or mismanagement apply.

2.5 Village Government Performance



The amount of achievement of the implementation of an activity, program, or policy in attaining the organization's goals, objectives, mission, and vision as stated in the strategic plan is referred to as performance. (Mahsum, 2012). According to Dwiyanto (2008), there are several performance indicators in public sector organizations; namely Productivity, Service Quality, Responsiveness, Responsibility, and Accountability. The success of public organizations can be measured not only by internal measurements produced by public organizations or the government, such as target achievement, but also by external measures, such as societal values and standards. If a public organization's action is proper and adheres to societal ideals and norms, it is deemed to have high accountability.

Research on good governance and performance is still interesting to study, especially in village governments which are self-local governance that still needs to improve the implementation of good governance to create clean governance. This research has a contribution to the government in improving good governance and performance.

2.6. Conceptual Framework

The objectives of this research are to prove the influence of transformational leadership, organizational commitment and legislature role on good governance and its impact on performance of village government. Research model can be seen as figure1:

Figure 1 : Research Framework

2.7 Research Hypothesis

H1: Transformational leadership affects the implementation of good governance

H2: Organizational commitment affects the implementation of good governance.

H3: The role of the legislature affect the implementation of good governance

H4: Good governance affects the performance of the village government

3 RESEARCH METHODS

3.1 Research Setting

This research was conducted in three districts in Riau Province, Indonesia. Respondents who participated in this study came from different representatives of 82 villages in 3 districts

3.2 Research Design

This study uses a survey through a questionnaire with a Stratified Random Sampling procedure. Quantitative data

collection was obtained through a questionnaire survey with the selected respondents being village managers consisting of the Village Head, Village Secretary, Head of Affairs and the Village Consultative Board. Qualitative data were obtained through interviews with village government stakeholders.

3.3 Population

The populations of this study are villages in three districts in Riau province. The total population was 464 villages. Data were collected from “Badan pemberdayaan Desa” of each village.

3.4 Sample and Aampling Techniques

Proportional Stratified Random Sampling was the sampling strategy employed in this investigation. If the population is not homogeneous and proportionally stratified, this strategy is applied (Sugiyono, 2016:65).

Table 1 shows the village strata which are grouped into independent, developed, developing, underdeveloped, and very underdeveloped villages.

Table. 1 List of Population and Research Sample

No	Village Status	Number of Villages	Independent Village Range Index (IDM)	Sample proportion
1.	Independent	8	> 0.8155	1
2.	Developed	54	≤ 0.8155 and $(>)$ of 0.7072	10
3.	Developing	311	≤ 0.7072 and $(>)$ of 0.5989	55
4.	Underdeveloped Village	73	≤ 0.5989 and $(>)$ of 0.4907	13
5	Very Underdeveloped Village	17	≤ 0.4907	3
TOTAL		464		82

Village managers who took part in this study included the Village Head, Village Secretary, Head of Affairs, and the Village Consultative

Board. So the number of respondents in this study was $82 \times 4 = 328$ people.

3.5 Research Variable

The variables in this study consist of exogenous variables Transformational Leadership, Organizational commitment, Legislative Role. Implementation of Good Governance is an endogenous variable as well as an exogenous variable. This study uses Village Government Performance as the dependent variable.

All variables are measured using a 5 (five) Likert scale point where point 1 (one) indicates strongly disagree, point 2 (two) indicates disagree, point 3 (three) indicates doubtful, point 4 (four) indicates agree, and points 5 (five) indicate strongly agree.

3.6 Method of Data Collection

This study uses a survey method by sending questionnaires to respondents in the study. The questionnaire was sent directly to the respondent at a time and the questionnaire was taken back at the agreed time.

Data management in this study used smartPLS software. Structural Equation Modeling (SEM) is a technique for addressing

the flaws in the Partial Least Square regression approach, which is a powerful analytical tool that does not require many assumptions. The Partial Least Square (PLS) method is distribution-agnostic (it doesn't require specific data, and it can be nominal, categorical, ordinal, interval, or ratio(Ghozali, 2014). The assumption of normality will not be a problem for Partial Least Square because it employs a bootstrapping method or random multiplication. Furthermore, there is no requirement for using a certain amount of samples in PLS. The stage in PLS testing is testing the outer model and inner model

4 RESULTS

4.1 Respondent overview

Of the 328 questionnaires distributed, the returning questionnaires were 306 (93%) and 300 questionnaires (91%). Table 2 presents the characteristics of the respondents who participated in this study.

Table 2. Characteristics of Respondents

Explanation	Frequency	Percentage
Sex :		
1. Male	238	79.3
2. Female	62	20.7
Total	300	
Age :		
1. 21-30 Years	74	24.7
2. 31-40 Years	96	32
3. 41-50 Years	51	17
4. >50 Years	79	26.3
Total	300	
Education :		
1. Primary school	3	1
2. middle school	12	4
3. high school	155	51.7
4. Diploma	13	4.3
5. Bachelor	113	37.7
6. Master	4	1.3
Total	300	

Experience :

1. <1 years	23	7.7
2. 1-5 Years	189	63
3. 6-10 Years	65	21.7
4. 10-15 Years	20	6.7
5. >15 Years	3	1.0

Total**4.2 Outer Model Test Results**

The outer model is used to ensure that the indicators used are valid and reliable. The test consists of testing convergent validity, discriminant validity, and reliability. The results of the validity test show that several indicators are not valid, namely having a loading factor value of < 0.5 , so they are eliminated from the test. The results of the convergent validity test after elimination can be seen in Table 3 :

The results of the convergent validity test show that all indicators are valid with the loading factor value > 0.5 (Hair, 2006). Furthermore, discriminant validity testing is carried out. Discriminant validity was tested by cross-loading. If an indicator has a higher correlation with other latent variables, the indicator is said to be valid. (Ghozali, 2012). The cross-loading in table 3 shows that the latent variable indicator block is higher than the other latent variable indicator blocks.

Table 3. Convergent Validity Results

	Organizational Commitment	Good Governance	Informational Leadership	Legislative Role	Village Performance
C1	0.767	69	198	003	0.096
C2	0.709	02	106	002	0.111
C3	0.715	53	075	014	0.079
C4	0.683	43	145	.003	0.121
C5	0.735	76	086	039	0.094
GG1	0.333	57	092	226	0.211
GG2	0.262	83	090	196	0.201
GG3	0.308	11	152	154	0.164
GG4	0.419	73	066	357	0.304
GG6	0.363	06	130	093	0.334
L1	-0.008	76	07	977	0.127
L2	0.035	00	18	966	0.153
L3	0.026	80	010	950	0.132
L4	0.027	68	022	938	0.142
L5	0.024	06	016	968	0.137
L6	0.015	00	012	970	0.139
L7	0.019	93	039	953	0.102
L8	-0.007	87	001	960	0.100
L9	0.007	98	010	942	0.116
TL1	-0.194	151	91	.002	-0.098
TL2	-0.206	174	80	.013	-0.089

TL3	-0.149	127	88	.003	-0.087
TL4	-0.126	122	79	.010	-0.106
TL5	-0.131	113	64	.021	-0.118
Perf1	0.242	90	122	146	0.912
Perf2	0.142	05	177	116	0.940
Perf3	0.064	90	171	139	0.906
Perf4	-0.024	33	174	053	0.786

Furthermore, to test discriminant validity, the former and Larcker criteria can be used, namely by comparing the square root of the AVE with the latent vertical correlation (Fornell and

Larcker, 1981 in (Imam Ghozali, 2014) The next test is reliability testing which can be seen in table 4

Table. 4. Reliability

	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.990	0.992
Organizational Commitment	0.771	0.845
Legislative Role	0.989	0.990
Good Governance	0.753	0.833
Village Government Performance	0.910	0.937

The results of the reliability test show the Cronbach alpha value > 0.6 and composite reliability > 0.7 which means the variable is valid (Imam Ghozali, 2011). The next test is the Inner Model

Testing the inner model consisting of an R square and path coefficient

The results of the R square test are used to see how much influence the proportion of the independent variable has on the dependent variable. The test results can be seen in table 5

4.3 Inner Model Test Results

Table 5. R Square

	R Square
Good Governance	0.326
Village Government Performance	0.124

The value of R square for good governance shows a value of 0.326 which means that the proportion of changes in good governance caused by leadership style, organizational culture, and legislative roles is 32.6%, the remaining 67.4% is influenced by other variables not examined in this study. R square for performance is 12.4%, which means the proportion of changes in performance caused by good governance is 12.4%, the remaining

87.6% is caused by other variables not examined in this study.

4.4 Hypothesis Test Results and Discussion

Hypothesis testing aims to prove the hypothesis that has been proposed. The test is carried out using a significance level of 5%. The picture of the structural model with the PLS warp can be seen in figure 2.

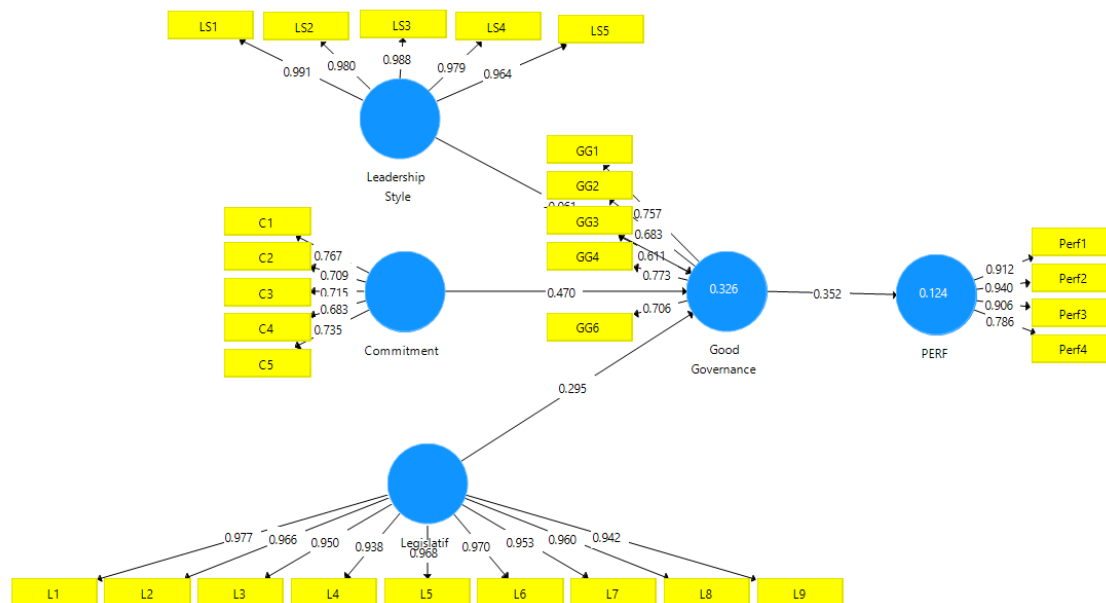


Figure 2. Full Structural Equation Model with Smart PLS 3.0

Based on figure 2 above, result of path coefficient and p value can be seen in the following table 6:

Table 6. Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Leadership -> Good Governance	-0.061	-0.059	0.052	1.172	0.242
Commitment -> Good Governance	0.470	0.475	0.051	9.148	0.000
Legislatif -> Good Governance	0.295	0.290	0.051	5.808	0.000
Good Governance -> Performance	0.352	0.359	0.045	7.831	0.000

Result of analysis shows that variable transformational Leadership has no significant influence on implementation of good governance with p value > 0.05.

The implementation of good governance is influenced by organizational commitment and the role of the legislature, both of which have a p value < 0.05. the implementation of good governance has an impact on village government performance with p value < 0.05

Discussion

Transformational leadership styles have no effect on the implementation of good governance in village government. Gibson et al (2012) states that Transformational leadership is defined as the ability to inspire and motivate followers to accomplish greater achievements than expected and for internal incentives. The transformational leader inspires followers to work hard to attain the stated objectives by

expressing a vision. demonstrates that transformative leadership is unable to improve village government performance. In village government, transformational leadership is the leadership style of the village head towards village officials. The traits of the leader, the characteristics of the followers, and the features of the scenario are discussed by Yukl Yukl (2001:13). The leadership of the village head is not able to direct subordinates to realize good governance, which can be caused by the characteristics of the subordinates. Less optimistic village officials, lack of skills and dissatisfaction, and lack of trust in leaders, can affect effectiveness in leadership. The characteristics of the situation can also affect the success of the transformational leadership. For example, the uncertain condition of the village environment, the position of power and authority, the structure and complexity of the tasks of the village head. The factors that have been described can lead to the failure of transformational leadership to realize good governance in village government.

The implementation of good governance in village government is influenced by organizational commitment. The findings of this study back up the stewardship concept, which states that the village government, as an agent with a mandate from the community, must be able to actualize the community's interests. Government management accountability is a manifestation of the implementation of good governance. In line with the statement, (Brown & Moore, 2001) states that major changes can occur in the accountability of an organization through a commitment to work hard rather than paying more attention to constituents. Village government managers who have a high commitment to the progress of the government can be realized by being accountable for the work that has been entrusted to them by the community and realizing the widest possible transparency to the community. The realization of transparency and accountability shows that good governance in the village government is getting better. This is supported by research

Rojikinnor (2020), Basri, et al., (2021), (Mada et al., 2017) that commitment can create good governance.

The legislature's role in village governance has an impact on the implementation of good governance. Consistent with (2021), The legislature's increasing power can help the village government achieve excellent governance. This is following Law Number 6 of 2014 concerning Villages, The legislature's role is to carry out the legislative function, as well as to fulfill the community's objectives and provide oversight. It is envisaged that by effectively carrying out this job, a power balance between the components of society represented by the legislature and the village administration can be achieved, resulting in excellent governance. The existence of legislators as representatives of the people is very important for democracy, the rule of law, human rights, and economic and social development. Legislature plays an important role in the life of the nation to realize good governance (Odalonu, 2021), so that the increasing role of legislators can improve good governance in the village government.

The performance of the village government is influenced by good governance. The performance of village governments can be enhanced by implementing good governance. Growth and progress are dependent on good governance (Dayanandan, 2013). According to Werimon et al. (2007), achieving transparency will create horizontal accountability between the local government and the community, resulting in a clean, effective, efficient, and responsive local government that is responsive to the community's aspirations and interests, resulting in improved performance. Supports the stewardship theory, which states that effective governance is the manifestation of the village government's duty in carrying out the community's mandate. The findings of this study correlate with those of Kaufmann and Lafarre (2020), who found that implementing good governance increases village government performance.

5 CONCLUSION

The study's findings suggest that transformative leadership does not have an impact on the implementation of good governance in Riau's village government. The transformational leadership has not been able to improve good governance in village government. The implementation of good governance in village government is influenced by organizational commitment. High commitment can improve the implementation of good governance in villages in Riau Province. The role of the legislature in village government does have an impact on the implementation of good governance. The legislature's growing involvement in village government can serve to build good governance. The performance of the village government is then influenced by the implementation of good governance. The performance of Riau's village government villages would improve as a result of good governance implementation.

5.1 Limitation

This study has some limitations. Firstly, it cannot examine all villages in Riau Province, therefore further research can expand the object of research. Secondly, this study also has limitations on the variables that affect good governance, so that further research can examine other variables. Thirdly, this study also has not tested good governance as a mediating variable. It is possible that there will be a mediation model of good governance. Therefore, it is recommended to include test good governance mediation in the future.

This study, on the other hand, has aided the village administration in promoting good governance and performance. The village government can increase commitment and increase the role of the Village Consultative Board as a legislative institution to realize good governance so that the performance of the village government can increase.

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