

THE EFFECT OF INCENTIVE AND COMMUNICATION SKILL ON VILLAGE APPARATUS PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (STUDY IN ACEH BARAT DISTRICT)

Yenni Mariani, Mukhlis Yunus and Mahdani
Management Department, Universitas Syiah Kuala, Indonesia

<http://doi.org/10.35409/IJBMER.2023.3493>

ABSTRACT

This research aims to test the Incentive and Communication skill influence on village apparatus performance through Organizational Citizenship Behavior (OCB). The population was all Village Apparatus in Aceh Barat District. The sample in this study was 210 people. Data were analyzed using the Structural Equation Modeling (SEM) for the direct effect, and the Sobel test for the indirect effect. The results prove that Incentive affects OCB, Communication skill affects OCB, Incentive affects Village Apparatus Performance, Communication skill affects Village Apparatus Performance, OCB affects Village Apparatus Performance, Incentive affects Village Apparatus Performance through OCB, and Communication skill affects Village Apparatus Performance through OCB. The findings also explain that in this research OCB functions as a partial mediator. So, the test results reveal that the Village Apparatus Performance improvement model in Aceh Barat District is a function of adjusting incentives, increasing communication skills, and increasing OCB. This evidence forms the premise for explaining current theory, and can be used as a basis for the development of further research models.

Keywords: Incentive, Communication skill, Organizational Citizenship Behavior, Performance of Village Apparatus.

1. INTRODUCTION

The more science and technology develop, the more critical the way people think about government performance. Changes that are increasingly advanced and strict in the current government need individual changes in a more positive direction. Often government organizations have problems because of human resources which causes the organization itself to fail. To anticipate these failures, good human resource management is needed. Because performance is the most impactful factor in achieving organizational decisions. Even though the organization has good competition, if there are no adequate human resources, it will be difficult to progress and develop. The village government organization is the lowest level of government in the government structure in Indonesia but has a role and function in implementing government programs. Human resources in village government organizations must have the ability to perform well to support the success of the organization and provide the best possible service to the community. An employee who is competent in his field and carries out tasks following organizational goals will produce good performance while those who are not competent so that they are unable to achieve goals optimally will reduce their performance. The success of the village government is determined by the village apparatus's performance as assistants to the village head in administering government.

In Indonesia Law Number 6 of 2014 concerning Villages, it is said that a village is a legal

community unit that has territorial boundaries that are authorized to regulate and manage government affairs, local community interests based on community initiatives, origin rights, and or traditional rights that are recognized and respected, in the government system of the Republic of Indonesia. The process of forming a village must meet several requirements, namely, population, area, working area, village apparatus, and government facilities and infrastructure. Village apparatus is part of the requirements for forming a village because village apparatus is included in the elements of village government administrators who assist village heads in carrying out their duties and authorities. Village apparatuses have a very important role in village progress, but there are still Village apparatuses that have inadequate human resources.

The 1945 Constitution provides flexibility for regions to carry out village autonomy to emphasize the principles of democracy and regional equity. To initiate regional autonomy, Law Number 22 of 1999 was formed which was the forerunner of regional government regulations. To meet developments in the situation and state administration, the regulation was updated to become Law Number 32 of 2004. In 2014, regulation number 32 of 2004 needed to be updated again because it was no longer following the conditions and demands of local government administration, so the regulation was updated to become Law Number 23 of 2014. To align the duties and authorities of regional representative councils, regional government regulations need to be adjusted to regulations regarding the election of governors, regents, and mayors. Following Law Number 9 of 2015 concerning Regional Government, the granting of autonomy to the regions is intended to increase the effectiveness and effectiveness of the administration of government in the regions, especially in the implementation of development and service to the community and to enhance the fostering of political stability and national unity. The government's role in advancing people's welfare is important to improve. Regional governments have the authority to regulate and manage the interests of the people of each region following the aspirations of the people. Based on this mindset, the government also participates in developing and advancing people's lives so that can compete with developed countries. So improving the performance of the apparatus is very important in producing employee performance. However, the problems that occur at the lowest level of government, namely the village, have not been implemented optimally regarding village performance and the performance of its apartments. One of the village administrations in Indonesia is Aceh Barat District Aceh Barat is one of the Regional Governments of the Aceh Province which has as many as 12 sub-districts and 322 villages. Village apparatus performance in Aceh Barat District has not been maximized. This study pre-survey found that village apparatus performance is still relatively low because a mean value of 3.43 was obtained. This study pre-survey also found that Village Apparatuses do not yet have complete facilities and infrastructure in providing services. This figures the performance is not maximized.

The activities of Village Apparatus have a very important meaning related to the administration of government, and the aim is to encourage the development of efficient and effective regional government services. The regional government as the party entrusted with the task of administering government, development, and community social services is obliged to account for the performance of the region to assess whether it has carried out its duties properly. This shows that the better the performance of village organizations as human resources, the better the village's performance in running the government and providing services to the community. Good performance is a performance that is capable of producing useful activities for the organization or the local community. Many factors cause village apparatus performance to have

superior performance which aims to encourage optimal organizational performance. Factors that can determine individual performance in various kinds of literature such as incentives, communication skills, and Organizational Citizenship Behavior (OCB). OCB is extra behavior that is not part of the formal obligations of a village apparatus, but functions to support the organization effectively (Robbins and Judge, 2018:141). The concept of OCB is very influential in organizational development. This study pre-survey found the OCB is still relatively low because it obtained an average value of 3.45. This study pre-survey also found that Village apparatuses do not remind their co-workers to prevent problems from arising. This shows that OCB is not maximized.

The low value of OCB at Village Apparatus can negatively impact organizational performance. One of the ways to create OCB is through incentives (Haritha and Subrahmanyam, 2013). The low incentive can have an impact on one's OCB. Incentives include direct cash payments, indirect rewards in the form of benefits and services (services), and incentives to motivate Village Apparatus so that a higher level of productivity is a very decisive component in work relations. According to (Subekhi and Jauhar, 2012), incentives are any form of appreciation given. Incentives are also interpreted as remuneration for the work carried out and as a motivator for carrying out activities in the future according to (Handoko, 2016). The research results of (Tan, 2017) show that incentives affect OCB. This study pre-survey found that the incentive perceived by respondents is still relatively low because a mean value of 3.60 was obtained. This study pre-survey also found that the government is lacking in providing incentives to Village Apparatus that excelled. This shows that the incentive given to Village Apparatus is still not optimal.

The next factor is communication ability/skill is an effective medium for controlling members and the environment. Through good communication, people can move ideas, and control the behavior of subordinates. Through proper communication conflicts, anxiety and misunderstandings can be resolved (Ardana, Mujiati and Utama, 2014). According to (Bangun, 2018), communication is a very important tool for conveying or receiving information to or from other parties. Errors in communication or miscommunication will give bad results and can be fatal. This study pre-survey found that the Communication skill of the Village Apparatus is to be relatively low because a mean value of 3.48 was obtained. This study pre-survey also found that the Village apparatuses are less able to compile important organizational documents in communicating with the community. This shows that the communication skill of Village Apparatus in Aceh Barat District is still not optimal. Based on initial observations made in several villages in Aceh Barat District. Planning for village development in Aceh Barat District is still not based on Development Planning Forum (Musrenbang), for example, development fields that are not in line with priorities and needs; management of village funds that are not transparent and accountable; budget submissions that are often late; there are still many reports of activities both infrastructure activities and empowerment activities that are late. This happened due to the low performance of Village Apparatus where there is a lack of knowledge and understanding of Village Apparatus regarding existing regulations and their duties and functions; the community in general still often complains about Village Apparatus who still do not understand the needs of citizens; service procedures that are still difficult for the community.

2. LITERATURE

Village Apparatus Performance

Village performance in this study refers to organizational performance. Performance is a measure of the success of an organization in achieving its goals, as well as the vision and mission of the organization that has been determined. Performance is the level of success as a whole during a certain period in carrying out tasks compared to work standards, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon (Rivai and Sagala, 2014). Measuring village apparatus performance based on the Decree of the State Minister for State Apparatus Empowerment Number 63/KEP/M.PAN/7/2003 concerning General Guidelines for the Public Services, 10 (ten) principles of public service must be fulfilled by government apparatus including village apparatus, namely (1) simplicity of procedures; (2) clarity of technical and administrative requirements for public services; (3) the certainty of the time when the public service implementation can be completed within the specified time; (4) accuracy which public service products are received correctly, and legally; (5) security; (6) responsibility; (7) completeness of infrastructure; (8) ease of access (accessibility); (9) discipline, courtesy and friendliness; and (10) convenience.

OCB

OCB is the contribution of individuals in exceeding the demands of roles in the workplace. This OCB includes several behaviors including helping others, volunteering for extra tasks, and complying with workplace rules and procedures. This behavior shows the added value of employees which is a form of prosocial behavior, namely social behavior that is positive, constructive, and means helping. (Prayoga, Hidayah and Handayani, 2022) state OCB is individual behavior that is free, explicit, or not directly related to awarding and can enhance the effective functioning of the organization. In this study, the indicators used to measure OCB among employees (Prayoga, Hidayah and Handayani, 2022) consist of; (1) employees always comply with the rules even though they are not supervised; (2) there is an awareness of employees to always behave honestly at work; (3) employees are always willing to help other employees in facing problems and difficulties; (4) employees are always willing to assist people around them; (5) employees always pay attention to existing changes; (6) employees always play an active role in improving and improving the organization; (7) employees do not like to complain at work; (8) employees always maintain relationships to avoid interpersonal problems;

Incentive

According to (Sopiah and Sangadji, 2018), Incentive is direct rewards paid to employees because their performance exceeds the specified standard. (Larasati, 2018) said incentives are awards given to motivate workers so that their work productivity is high, and is not fixed or intermittent in nature. According to (Wibowo, 2016) incentives link rewards and performance by providing performance rewards not based on seniority or working hours. (Sarwoto, 1991) states incentive indicators namely; (1) financial incentives, namely incentives given to workers for their achievements in organizations or organizations in the form of bonuses, commissions (which are calculated based on sales that exceed standards), deferred payments (pension funds); (2) non-financial incentive, namely incentive given to workers, not in the form of money or goods but in the form of entertainment, education, and training, awards in the form of praise, a guaranteed workplace so that it is expected to motivate workers to be more active in working; (3) social incentive, namely the condition and attitude of colleagues is one of the supporters to increase labor

productivity

Communication skill

According to (Heryudanto and Suratman, 2022), Communication is the process of conveying information from the sender to the receiver through various effective media, so that the message can be received clearly and easily understood by the recipient of the message. According to (Effendy, 2013) communication is the process of conveying messages by one person to another to inform or change attitudes, opinions, and behavior, either directly or verbally, or indirectly through the mass media. Then another definition presented by (Iriantara and Syaripudin, 2013) argues that communication can be explained as a process of delivering messages/information from the sender of the message (communicator) to the recipient of the message (communicant) with a specific purpose or purpose. Communication skill is the level of skill in conveying messages by one person to another to inform and change attitudes, opinions, or behavior as a whole, either directly orally, or indirectly. According to (Heryudanto and Suratman, 2022) indicators of communication skills include: (1) knowing and understanding knowledge in their respective fields concerning duties and responsibilities at work; (2) knowing the knowledge related to new rules, procedures, and techniques in the organization; (3) know how to use appropriate and correct information, equipment and techniques; (4) the ability to communicate well in writing; (5) ability to communicate orally; (6) have the ability to be creative at work; (7) high morale; and (8) have the ability in planning and organizing.

Research Hypothesis

The hypotheses that need to be tested in this research are :

H1 : Incentive affects OCB

H2 : Communication skill affects OCB

H3 : Incentive affects Village Apparatus Performance

H4 : Communication skill affects Village Apparatus Performance

H5 : OCB Affects Village Apparatus Performance

H6 : Incentive affects Village Apparatus Performance through OCB

H7 : Communication skill affects Village Apparatus Performance through OCB

3. METHOD

The population was all Village Officials from 12 sub-districts and 322 villages. The number of research samples was determined by the formula 7 times the indicator (30 indicators were used) (Ferdinand, 2014), resulting in 210 samples. The sampling technique was carried out by selecting the sub-districts that had the most villages, namely Kawai XVI, Wolya, Samatiga, Aragon Lambalek, and Meureubo sub-districts. Then the sample was distributed proportionally to each sub-district where only 2 respondents were sampled, namely the village head and village secretary. Thus the sample villages were 105 villages. The data used was primary data. The model was tested using Structural Equation Modeling (SEM) through Amos software and also Sobel Test through Sobel calculator. The SEM consists of a measurement model test as the first test, and a structural model test as the second test (Hair *et al.*, 2014).

4. RESULT

After testing the measurement model, the structural model test was done and provided the Table 1

below. The result is based on the Critical Ratio (CR), estimates, and significance values.

Table 1
Regression

		Influence	Estimates	SE	CR	P
OCB	<---	Incentive	0.396	0.072	5,183	0.000
OCB	<---	Communication skill	0.611	0.084	6,693	0.000
Village Apparatus Performance	<---	Incentive	0.396	0.093	4,474	0.000
Village Apparatus Performance	<---	Communication skill	0.363	0.133	3,091	0.004
Village Apparatus Performance	<---	OCB	0.554	0.107	4,922	0.000

Source: Primary Data Processed, (2023)

H1 : Incentive towards OCB

The test of incentive on OCB obtains CR5.183 with p 0.000, meaning the incentive affects increasing OCB. The size of incentive influence on OCB is 0.396 or 39.6%. This measure proves that an incentive adjustment of 1 unit will generate an OCB of 0.396 units, thus the more appropriate the incentive the higher the OCB. This is in line with previous findings and the positive logic that increasing incentives will have an impact on increasing OCB in the same direction.

H2 : Communication skill towards OCB

The test of communication skill on OCB obtains CR6.693 with p 0.000, meaning the Communication skill affects the improvement of OCB. The size of Communication skill influence on OCB is 0.611 or 61.1%. This measure proves that a communication skill improvement of 1 unit will generate an OCB of 0.611 units, thus the better the communication skill the higher the OCB. This is in line with previous findings and the positive logic that increasing communication skills will have an impact on increasing OCB in the same direction

H3 : Incentive towards Village Apparatus Performance

The test of incentive on village apparatus performance obtains CR4.474 with p 0.000, meaning the incentive affects village apparatus performance. The size of incentive influence on village apparatus performance is 0.396 or 39.6%. This measure proves that an incentive adjustment of 1 unit will improve Village apparatus performance by 0.396 units, thus the more appropriate the incentive the higher Village apparatus performance. This is in line with previous findings and the positive logic that increasing incentives will have an impact on increasing village apparatus performance in the same direction.

H4 : Communication skill towards Village Apparatus Performance

The test of communication skill on village apparatus performance obtains CR3.091 p 0.004, meaning the Communication skill affects village apparatus performance. The size of

Communication skill influence on village apparatus performance is 0.363 or 36.3%. This measure proves that a communication skill improvement of 1 unit will improve Village apparatus performance by 0.363 units, thus the better the communication skill, village apparatus performance will further increase. This is in line with previous findings and the positive logic that increasing communication skills will have an impact on increasing village apparatus performance in the same direction.

H5 : OCB towards Village Apparatus Performance

The test of OCB on village apparatus performance obtains CR 4.922 with p 0.000, explaining that OCB affects village apparatus performance. The size of OCB influence on village apparatus performance is 0.554 or 55.4%. This measure proves that an OCB improvement of 1 unit will improve Village apparatus performance of 0.554 units, thus the better the OCB, the higher the Village apparatus performance. This is in line with previous findings and the positive logic that increasing OCB will have an impact on increasing village apparatus performance in the same direction.

H6 : Incentive towards Village Apparatus Performance through OCB

The calculation provides a Sobel value of 3.769 with p 0.000, describing the OCB mediates the Incentive effect on the Village Apparatus Performance. Because OCB is significant as a mediator, and Incentive can affect Village Apparatus' Performance directly, so the OCB role in the H6 mediation model is as a partial mediator. Partially explains the Incentive can affect Village apparatus Performance both thru OCB or even not through OCB.

Table 2.Sobel Test of Incentive Effect on the Village Apparatus Performance Through OCB

Input:	Test statistic:	Std. Error:	p-value:
a 0.396	Sobel test: 3.76993035	0.05819312	0.00016329
b 0.554	Aroian test: 3.73732196	0.05870086	0.00018599
s _a 0.072	Goodman test: 3.80340744	0.05768091	0.00014272
s _b 0.107	Reset all	Calculate	

H7 : Communication skill towards Village Apparatus Performance through OCB

The calculation provides a Sobel value of 4.218 with p 0.000, describing the OCB mediates Communication skill effect on village apparatus performance. Because OCB is significant as a mediator, and communication skills can affect Village Apparatus' Performance directly, so the OCB role in the H7 mediation model is as a partial mediator. Partial describes the communication skill can affect Village apparatus Performance both thru OCB or even not thru OCB.

Table 3. Sobel Test of Communication skill effect on the Village Apparatus Performance Through OCB

Input:		Test statistic:	Std. Error:	p-value:
a	0.611	Sobel test: 4.21809564	0.08024806	0.00002464
b	0.554	Aroian test: 4.19188482	0.08074983	0.00002766
s _a	0.084	Goodman test: 4.24480437	0.07974313	0.00002188
s _b	0.107	Reset all	Calculate	

5. CONCLUSION

The results prove that Incentive affects OCB, Communication skill affects OCB, Incentive affects Village Apparatus Performance, Communication skill affects Village Apparatus Performance, OCB affects Village Apparatus Performance, Incentive affects Village Apparatus Performance through OCB, and Communication skill affects Village Apparatus Performance through OCB. The findings also explain that in this research OCB functions as a partial mediator. So, the test results reveal that the Village Apparatus Performance improvement model in Aceh Barat District is a function of adjusting incentives, increasing communication skills, and increasing OCB. This evidence forms the premise for explaining current theory, and can be used as a basis for the development of further research models. There are limitations on the variables and research subject. Several recommendations for the research subject, namely the Aceh Barat District Government, were successfully produced from survey data and model research findings, namely:

- 1) To adjust incentives, organizations must provide more frequent training to employees. Training is a form of non-financial incentive.
- 2) In improving communication skills, Village Apparatus must have and understand the knowledge related to duties and responsibilities in work. Understanding of work will have an impact on employee knowledge, thus employees will find it easier to communicate about their work.
- 3) In improving OCB, Village Apparatus must have a sense of caring for others by reminding colleagues of their actions in preventing problems from arising.
- 4) In improving performance, Village Apparatus must provide simple service procedures to the community, bearing in mind that many rural communities in Aceh Barat District do not have tertiary education. With a simple procedure, it will help the community more easily understand the service process provided

REFERENCES

- Ardana, I. K., Mujiati, N. W. and Utama, I. W. M. (2014) *Manajemen sumber daya manusia, Yogyakarta: Graha Ilmu*. Yogyakarta: Graha Ilmu.
- Bangun, W. (2018) *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Effendy, O. U. (2013) *Ilmu Komunikasi: Theory dan Praktek*. Bandung: PT Remaja Rosdakarya.
- Ferdinand, A. (2014) *Metode Penelitian Manajemen*. Edisi 5. Semarang: Universitas Diponegoro.
- Hair, J. F. et al. (2014) *Multivariate Data Analysis*. 7th edn. United States of America: Pearson Education Limited.
- Handoko, T. H. (2016) *Manajemen personalia & sumberdaya manusia*. 2nd edn. Yogyakarta: BPFE.
- Haritha, K. and Subrahmanyam, D. S. (2013) 'Organisational Climate : An Empirical Investigation

-
- in PennaCement Industries Limited (PCIL) 1', *International Journal of Business and Management Invention*, 2(12), pp. 12–20.
- Heryudanto, T. D. and Suratman, A. (2022) 'Pengaruh Komitmen dan Komunikasi terhadap Kinerja dengan Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening pada Project Child Indonesia', *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Majemen*, 1(6), pp. 23–45.
- Iriantara, Y. and Syaripudin, U. (2013) *Komunikasi Pendidikan*. Bandung: Simbiosis Rekatama Media.
- Larasati, S. (2018) *Manajemen sumber daya manusia*. Yogyakarta: Deepublish.
- Prayoga, N. B. S., Hidayah, S. and Handayani, S. (2022) 'Analisis Pelatihan Dan Insentif Terhadap Kinerja Personel Militer Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening (Studi Empirik Pada Personel Militer Pusdikpenerbad Di Semarang)', *Dharma Ekonomi*, 29(55), pp. 58–72.
- Rivai, V. and Sagala, E. J. (2014) *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. 3rd edn. Jakarta: Rajawali Pers.
- Robbins, S. P. and Judge, T. A. (2008) *Perilaku organisasi, edisi bahasa indonesia*. Edisi 12, Jakarta: PT. Indeks Kelompok Gramedia. Edisi 12. Edited by alih bahasa D. Angelica. Jakarta: Salemba Empat.
- Sarwoto (1991) *Dasar-dasar organisasi dan manajemen*. Jakarta: Ghalia Indonesia.
- Sopiah and Sangadji, E. M. (2018) *Manajemen Sumber Daya Manusia Strategik*. Yogyakarta: Andi Publisher.
- Subekhi, A. and Jauhar, M. (2012) *Pengantar Manajemen Sumber Daya Manusia (MSDM)*. Jakarta: Prestasi Pustakaraya.
- Tan, R. (2017) 'Pengaruh Kompensasi dan Kepuasan Kerja Terhadap Organization Citizenship Behavior (OCB) melalui Motivasi Kerja sebagai Variabel Intervening pada 3H Motosport', *Agora*, 5(1), pp. 1–8.
- Wibowo (2016) *Manajemen Kinerja*. kelima. Jakarta: PT. Rajagrafindo Persada.