

Competence, Job Satisfaction, Work Motivation, and Job Performance of the Village (“*Nagari*”) Masters in Managing E-Village Finance

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Abstract

This study intended to analyze the effects of competence, job satisfaction, and work motivation on job performance of Village (“*Nagari*”) Masters in managing e-village (nagari) finance in West Sumatra Province. “*Nagari*” was a distinctive community institution and at the same time a unique form of government in the Minangkabau region of West Sumatra Province, Indonesia. This uniqueness certainly has an impact on how the community was managed and how to manage its finance, including in relation to the competence, job satisfaction, and work motivation of the nagari masters. This study used quantitative methods. The population in this study was the whole nagari masters in West Sumatera, as many as 923 masters. Sample was obtained through multistage random sampling technique. Respondents in this study consisted of 137 Nagari Masters. Data in this study were collected through questionnaires and analyzed with path analysis. The finding of this study in the first model showed that there were significant effects of competence, job satisfaction, and work motivation on job performance. The second model this study found the effects of competence and job satisfaction on work motivation of Nagari masters in managing e-village finance in West Sumatera province. These findings implied that the competence, job satisfaction, and work motivation of the nagari masters in managing e-village finance is crucial to their success in rural development, particularly in the management of e-village finance.

Keywords: *Competence, Job Satisfaction, Work Motivation, Job Performance, Village Masters (Walinagari), E-Village Finance Management.*

1. Introduction

Since the implementation of Law No. 6 Year of 2014 on Villages [1], the Village Government (or other designations, such as the *Nagari* Government in West Sumatra) has been given a recognition and new power that has so far been ignored in the implementation of development in Indonesia. With the enactment of this law and several other implementing regulations, Village (*Nagari*) will receive a very large amount of money to be managed for village development in Indonesia. But on the other hand some people doubt the readiness of village leaders in managing such a large amount of funds so that this will lead to new problems in financial management for village development; although there will also be some others who believe that the village was ready for the financial management.

In fact, if we reflect on the real conditions of government and village communities at this time, there is indeed a risk that village finance will not be able to be managed the finance transparently and accountably. The ability of village marters and other village apparatus to be two crucial key factors in terms of human resources that influence the success of village financial management. According to Prasetyo and Muis [2], in order to village finance can be managed properly, it is necessary to examine existing policies, implement a strong supervision, and increase the capacity, awareness, and discipline of the village apparatus in village financial management. Based on the provisions of the Law

on Villages the allocation of funds for village development is indeed very large. With a large budget for village development funds, its financial use must be reported transparently and accountably.

Based on the previous explanation, it was seen that the responsibility of the village masters, including walinagari in West Sumatra, and the village government apparatus was not easy in managing village finances for the success of their respective village development. But the problem now is whether the village masters (called *Walinagari*) along with other village apparatus have been ready and able to manage the village finances in accordance with the principles or principles of correct village financial management, as intended by the Minister of Home Affairs Regulation No. 113/2014 [3] and Minister of Home Affairs Regulation No. 20/2018 [4] on Village Financial Management. Moreover, the ability (competence) of the nagari government apparatus was still very limited in financial management through the online system.

Under the provisions of the Indonesian Financial and Development Supervisory Agency the village management must be managed online through an e-village finance application, called 'Siskeudes' (E-Village Finance System). Management through the e-village finance system was expected to reduce the high rate of corruption among village masters because through the application of this system the village masters could be monitored by their superiors (higher government) in real time. Financial management through e-village finance would also be able to guarantee the implementation of transparent, accountable and participatory financial management as desired by Regulation of Home Affairs No. 20 Year 2018 on Village Finance Management. But a new problem arises that most village apparatus were not ready and were not able to use IT devices in the management of e-village based finance.

In addition, in the case of West Sumatra, one thing that should not be ruled out was that the Minangkabau community in West Sumatra was very famous for its very egalitarian and democratic culture. The concept and culture of traditional leadership (known as the "*Tungku Tigo Sajarangan*" or "*Tali Tigo Sapilin*"), which has been known in the Minangkabau community, was directly related to and harmonious with its egalitarian and democratic social system; and at the same time it will be indirectly related to the leadership of the nagari (village) in West Sumatra, including in its financial management. This means, because of its egalitarian and democratic nature, decision making cannot be carried out by individuals as is the case in a feudal or dictatorial-totalitarian social system, including in terms of financial management for rural development. This is one of the novelties that will be revealed in this study.

This egalitarian culture in the Minangkabau community could be a barrier in development, because so far some important elements in community leadership feel left out in decision making, especially in the management of village finance. In the Minangkabau community, the three pillars that support development and maintain cultural integrity and customs in the village (nagari), could not be ruled out, because the three are complementary and have the same position in nagari development.

In reality, based on a preliminary study, in several cases of village financial management in some villages in West Sumatra, the Village Masters (*Walinagari*) did not seem to involve this traditional leadership element in village financial management. Besides that, the ability or competence of walinagari is also an obstacle in managing nagari finance. Some walinagari has managed their village finances in a non-transparent and unaccountable way, even to their own apparatus. This study aims to find a description of the level of ability (competence) of walinagari in financial management of the villages in West Sumatra Province and analyze the effect of competence, job satisfaction, and work motivation on the performance of walinagari in the financial management of the nagari.

This research is very important to do considering the still some weakness and low ability or competence of walinagari in village financial management in almost all villages in West Sumatra Province, even in many villages in Indonesia. On the other hand there are also various phenomena about the low level of job satisfaction of village masters, especially related to the low salary and benefits they receive. Another phenomenon that is also often seen is related to the low work motivation of village masters. Low work motivation can be caused by, among others, the low level of work satisfaction of a person at work [5, 6, 7]. On the other hand, low work motivation can also result in low quality of performance [8], including in the management of village finance.

Based on the problems previously stated, the results of preliminary research, and real conditions in the field as described above, the researcher assumes that the effect of competency, job satisfaction, and work motivation on the performance of village masters in village financial management needs to be studied and analyzed in more depth in order to find new concepts and models for improving the ability of village masters in village financial management. Thus the research questions raised in this study are:

1. Does the competence has a significant effect on the job performance of village masters in village financial management in West Sumatra Province?
2. Does job satisfaction has a significant effect on the job performance of village masters in village financial management in West Sumatra Province?
3. Does work motivation has a significant effect on the job performance of village masters in village financial management in West Sumatra Province?
4. Does competence has a significant effect on work motivation of village masters in village financial management in West Sumatra Province?.
5. Does job satisfaction has a significant effect on work motivation of village masters in village financial management in West Sumatra Province?.

Theoretically, there are many factors that can affect the performance of an employee. This is in accordance with the opinion expressed by Simanjuntak [9] which explains that everyone's performance can be affected by many factors which essentially can be classified into three groups, namely: (1) Competence of individuals, (2) organization support, and (3) management support. Besides, Hasibuan [10] also revealed that the performance can be affected by several factors, among others: (1) the mental attitude; (2) education; (3) skills; (4) leadership management; (5) the level of income; (6) salaries and health; (7) health insurance; (8) work climate; (9) infrastructure; (10) technology, and; (11) the achievement opportunity.

Based on the expert opinions explaining the factors affecting the performance, we can conclude that the performance is essentially influenced by internal and external factors. Internal factors consisted of abilities (competencies, including IT or electronic competence), attitude, motivation, job satisfaction, experience, etc. The external factors include the job design, organizational structure, compensation, work environment, and so on. Therefore, the factors that affect the performance as described above must be observed so that the expected performance can be realized.

Besides, the Home Affairs Minister Regulation No. 113 Year 2014 stated that management of village finances must be conducted on the principles of transparent, accountable, participatory, and budget orders and discipline. This is in line with Yusuf [11] who stated that the indicators for measuring the performance of village masters in the financial management of the village could be seen from: 1) Transparence, meaning that the principle of openness that enable public to know and have access to information as widely as possible towards the APBDesa (Village Revenue and Expenditure Budget); 2) Accountable, that is the principle of one's obligations to account for the management and

control of resources and implementation of policies entrusted to him in order to achieve the intended purpose; 3) Participatory, which means that the management of village finances should give wide space to the community for actively involved in each stage of the village financial management; and 4) Budget order and discipline, which implies that APBDesa should be managed in a timely and appropriate, supported by administrative evidence that could be accounted for and are guided by regulations. These measurement indicators had been used in this study.

On the other side, according Wibowo [12] competence is the ability to execute or perform a job or task that is based on the skills and knowledge as well as supported by work attitude demanded by the job. Thus, a good competence will certainly be able to affect a person's performance to be better, because competence is a basic characteristic of a person who directly influence, or can predict a very good performance. This is also in line with the views expressed by Simanjuntak [9] which states that performance is affected by many factors which can be classified in three groups: individuals competences, organizational support, and management support. Of the three factors that affect performance, it is known that the competence is a major factor affecting performance in addition to the supports organization and management. From this explanation we can understand that the performance will be greatly influenced by competence. If someone has good competence then they will perform better in their job.

There are several related studies that have been conducted in relation to the effect of competence on the performance of village masters in the village financial management.

- 1) Walidun [13] have studied the Influence of Leadership Competencies and Compensation on Performance of Village Masters (A Case Study in the District of Telaga, Gorontalo Regency). The finding of this study showed that the competence of the leadership competencies and compensation jointly affect the performance of the Village Masters in the village financial management.
- 2) Juneidy, Burhanuddin, and Jorrie [14] have also studied the Influence of Competence on Village Government Performance (A Case Study in the District of Pineleng, Minahasa Regency). Based on the results of this study it was found that the job competencies such as formal education, training, and work experience have positive effect on the performance of village government.

In addition, some studies on the relationship or the effect of competence on job performance showed various findings. Some of the study showed that the competence had a positive and significant effect to job performance [15], [16], [17], [18], [19], [20], [21], [22], [23], [24]. On the other side, the other study showed that there was no significant effect of the competence on job performance [25].

Several related studies as mention above theoretically have multiple relationships and relevance to this study. Conceptually it can be used as a general reference theory for researchers in conducting their studies. So the related studies can be used as a support for this study. Moreover, according to Robbins [26] a person with high job satisfaction will show a positive attitude towards the job. Instead, someone who is not satisfied will show a negative attitude towards his job. Based on the opinion of Robbins's, it is understandable that job satisfaction can affect one's attitude in the work that will ultimately affect the performance itself. This is in line with Handoko [27] which states that job satisfaction is one of the variables that affect job performance and employee productivity. Kreitner and Knicki (in Wibowo) [12] also revealed that job satisfaction affects the job performance, while job performance also affects satisfaction.

In addition, as with study on the relationship between competence and job performance, the study on the relationship between job satisfaction and job performance also showed various results. Some of the study showed that the job satisfaction had a positive and significant effect on job performance [17], [18], [19], [28], [29], [21], [30],

[31], [32]. But, on the other side, the other study showed that there was no significant effect of the job satisfaction on the job performance [25].

Furthermore, some previous researches have found various results about whether work motivation, both intrinsic and extrinsic, influenced job performance of any employees in their work. According to Mundhra [33], Syamsir [34], [35], and Oluseyi and Ayo [36] intrinsic motivation could affect the job performance of employees. However, Rimadiaz, Ferli, and Hertingkir [37], based on their study on the role of work motivation and job satisfaction in creating employee performance of permanent lecturers at STIE Indonesia Banking School, found that there was no influence of extrinsic factors on employee performance. Besides, Muogbo [38], based on his study of some selected firms in Anambra State, found that there was no relationship existed between intrinsic motivation and employees' performance.

In their studies in Isfahan, Pakistan, Azar and Shafiqhi [39] also found that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation. Based on their study in Taiwan, Pang and Lu [40] found that remuneration (as a part of work motivation) had a positive effect on financial performance of the organization, while "job environment" and "job autonomy" had a positive effect on non-financial performance. This study has drawn attention to the importance of the relationships between organizational motivation, job satisfaction and organizational performance.

Moreover, Ayundasari, Sudiro, and Irawanto [8], based on their study in Regional Licensing and Investment Agency of East Kalimantan Province, found that work motivation has influenced employee performance mediated by job satisfaction. Likewise, many other studies have found that work motivation has affected job performance of employees in their work [41], [42], [43], [44], [45], [46], [47], [48], [49], [50], [51], [52], [53]. But on the contrary, several studies have found no effect of work motivation on employee performance [38], [54].

Furthermore, Supriadi, Suharto, and Sodikin [55], based on their study, found that the competence had a positive and significant effect on work motivation of the employees in the Directorate General of Fiscal Balance-Ministry of Finance, Indonesia. While Suyanto [56] found that the competence had an effect on the work motivation of the board members in the Depok City Council. On the other side, Gholizade, et.al. [5], based on their study on the healthcare workers in Iran, found that job satisfaction was found to be a significant predictor of job motivation. Maria [6] also concluded that motivation and satisfaction appear in a double capacity, cause and effect, which means that motivation leads to satisfaction and vice versa. However, both motivation and satisfaction relate to job performance and they can influence it either positively or negatively.

In other case, Maharjan [7] also found and concluded that teachers' work motivation and job satisfaction were highly positive correlated. This indicated that the administration must increase the scale of salary according to the market price of other commodities to motivate the teachers in their teaching. However Baah [57] based on his study in Ghana, concluded that employees who are satisfied with their work do not necessarily mean they are highly motivated employees and vice versa. It means that there was no relationship or effect of job satisfaction on work motivation.

Based on the theory and relevant studies as stated above, the hypothesis in this study could be formulated as follows:

1. Competence has a significant effect on the job performance of nagari masters in village financial management in West Sumatra Province.
2. Job satisfaction has a significant effect on the job performance of nagari masters in village financial management in West Sumatra Province.

3. Work motivation has a significant effect on the job performance of nagari masters in village financial management in West Sumatra Province.
4. Competence has a significant effect on work motivation of nagari masters in village financial management in West Sumatra Province.
5. Job satisfaction has a significant effect on work motivation of nagari masters in village financial management in West Sumatra Province.

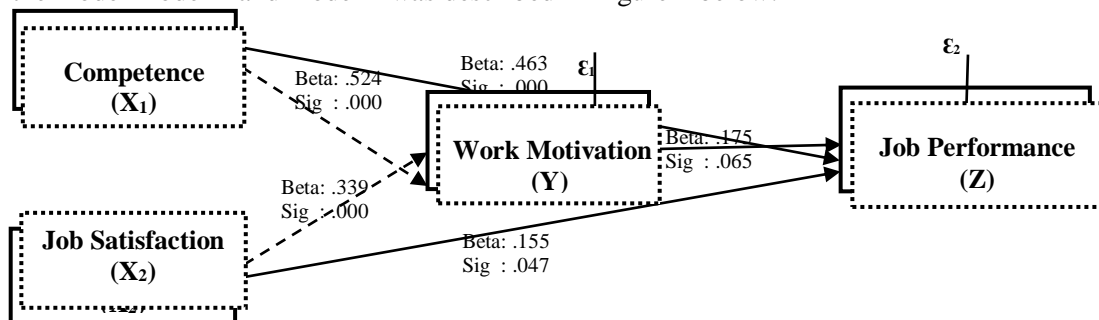
2. Method

Based on the research question and the purpose of this study, a quantitative method with path analysis were used in this study. This study was conducted in several “nagari”s (villages) in West Sumatra province. The population in this study was all nagari masters in West Sumatra totaling 923 people. The sampling technique used in this study was multistage sampling: Firstly, defining and clustering the area based on customary territories with regard to the representation of original indigenous territories (3 districts) and expanded territories (3 districts). In this case researcher chose only 6 (of 12) districts in West Sumatra province. These six districts were selected with equal probability and the districts were considered to be representative of the total districts in West Sumatra province to be observed. Secondly, determining all the nagari masters in each district randomly and the sample selection was done with the same probability and the nagari masters have been deemed to have represented all nagari masters in these districts. The sample consisted of 137 respondents (village masters).

Data in this study was collected through questionnaires with Likert scale consisted of four alternative answers. Selection Likert scale in this study was based on the consideration that the things will be measured in this study were opinions and perceptions of people against the values of competence, job satisfaction, work motivation, and job performance in the village financial management by the nagari masters. To see the degree of validity and reliability of the instruments (questionnaires), so in this study was conducted an instrument test (tryout). Finally data in this study were analysed with path analysis.

3. Result and Discussion

The results of the hypotheses testing of this study was based on data items that have been proven their validity and reliability. The results of path analysis for the structure of the model model 1 and model 2 was described in Figure 1 below:



Note: — = model 1
 = model 2

Figure 1. Summary of path analysis test of the effect of Competence, Job Satisfaction, and Work Motivation on Job Performance

Since there were five paths hypothesized in the compiled model of this study, so there were 5 pairs of hypotheses to be tested. In the Table 1 below, it appears that in the hypothesized model, of the five proposed hypotheses, almost all of the hypotheses were

proven statistically significant. The results of the hypothesis testing were described in Tabel 1 as follows:

Table 1. Hypothesis Testing

No	Hypothesis			Std. Error	T-Value	Decision
1 .	Competence	on	Job Performance	0.21	5.39	Significant (.000)
2 .	Job Satisfaction	on	Job Performance	0.94	2.00	Significant (.047)
3 .	Work Motivation	on	Job Performance	0.20	1.87	Not Significant (.065)
4 .	Competence	on	Work Motivation	0.07	8.08	Significant (.000)
5 .	Job Satisfaction	on	Work Motivation	0.04	5.23	Significant (.000)
	Indirect Effect of			through		Beta
6.	Competence	on	Job Performance	Work Motivation		0.243
7.	Job Satisfaction	on	Job Performance	Work Motivation		0.053

Based on the path analysis tests of the influence of the three independent variables, that was competence (X1), job satisfaction (X2), and work motivation (Y) on job performance of nagari masters in the village financial management (Z) as presented in Figure 1 and Table 1 above, it could be seen that in the model 1, the significance value of X1 on Z was equal to 0.000; it was lower than $\alpha = 0.05$. Thus the first hypothesis was accepted. So it could be interpreted that the competence of nagari masters had a significant effect on their job performance in the management of village finances. Furthermore, the significance value of X2 to Z was also equal to 0.047; it was also lower than $\alpha = 0.05$. Thus the hypothesis 2 was also accepted. Then it could be interpreted that the job satisfaction of nagari masters had a significant effect on their job performance in the management of village finances. But, the significance value of Y to Z was equal to 0.065; it was higher than $\alpha = 0.05$. Thus the hypothesis 3 was rejected. So it could be interpreted that work motivation of nagari masters had not a significant effect on their job performance in the management of village finances.

Furthermore, in the model 2 of path analysis test as described in Figure 1 above, it could also be seen that the significance value of X1 on Y was equal to 0.000; it was lower than $\alpha = 0.05$. Thus the hypothesis 5 was accepted. So it could be interpreted that the competence of nagari masters had a significant effect on their work motivation in the management of village finances. Furthermore, the significance value of X2 to Y was also equal to 0.000; it was also lower than $\alpha = 0.05$. Thus the hypothesis 5 was also accepted. Then it could be interpreted that the job satisfaction of nagari masters had a significant effect on their work motivation in the management of village finances in West Sumatra. In addition, based on the Table 1, it could be seen that competence and job satisfaction were also had indirect effect on job performance through work motivation with each of their beta values of 0.243 and 0.053.

Thus, based on the finding of the study, it seemed that the competence, job satisfaction, and work motivation were very influential on the job performance of the nagari masters in their management of village finances. Thus it can be explained that competence, job satisfaction, and work performance may affect the job performance of nagari masters in village financial management in West Sumatra province and the influence is quite large. In other words, the better the competencies possessed, and job satisfaction felt by, and work motivation of the nagari masters in West Sumatra province, the higher their job performance in the management of village finances, and vice versa, if the competence, job satisfaction, and work motivation of the nagari masters are low, then their job performance in village financial management will also decline.

This opinion was also reinforced by Sedarmayanti [58] which revealed that the competence is a basic characteristic of a person that directly influence, or can predict a job performance (good or bad). Meanwhile Wibowo [12] also states that competence is the ability to execute or perform a job or task that is based on the skills and knowledge as well as supported by work attitude demanded by the job. Thus, a good competence will certainly be able to affect a person's performance to be better, because competence is a basic characteristic of a person that directly influence or can predict a very good job performance.

A similar opinion was also expressed by Simanjuntak [9] who stated that performance is affected by many factors which can be classified in three groups, namely the competence of the individual, organizational support, and management support. Of the three factors that affect the performance, then the competencies are the main factors that affect performance in addition to the organization and management supports. Furthermore, Spenser and Spenser (in Sutrisno) [59] also found that competency components include motives, personal character, and self-concept which can predict a behavior/certain capabilities that will eventually emerge as work performance. From the above explanation, it could be concluded that the job performance of village masters in managing village finances in Tanah Datar district will be heavily influenced by the factors of competence they have. If their competency were good, then their job performance in managing village finance would be good also. In addition, the finding of this study supported the previous studies which showed that the competence had a positive and significant effect to job performance [15], [16], [17], [18], [19], [20], [21], [22], [23], [24].

Furthermore, the finding of this study are also consistent with the opinion of Handoko [27] which states that job satisfaction is one of the variables that affect job performance and employee productivity. In addition this study also supports the results of research conducted by Deddy [60] which stated that job satisfaction significantly influence employee performance at Inspectorate of Southeast Minahasa District. Based on the results of this study and the existing theoretical framework, it could also be explained that job satisfaction could affect the job performance of the nagari government apparatus in the village financial management in Tanah Datar district. This could be illustrated that if the job satisfaction, as the satisfaction with the work itself, salary, promotion or career development, supervision, co-workers, and the work environment was appropriate with the expectations of the nagari aparatus then theoretically it would be able to improve their job performance in the management of village finances, including in Tanah Datar district. Thus, the finding of this study could also support some of previous studies which found that job satisfaction had significant and positive effect on job performance [17], [17], [19], [28], [29], [21], [30], [31], [32].

Finally, the finding of this study are also in line with many previous researchers who stated that work motivation really affected employee job performance. Mundhra [33], Syamsir [34], [35], and Oluseyi and Ayo [36], for example, found that intrinsic motivation could affects the job performance of employees. Azar and Shafighi [39] also found that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation. In Taiwan, Pang and Lu [40] also found that remuneration (as a part of work motivation) had a positive effect on financial performance of the organization. Moreover, Ayundasari, Sudiro, and Irawanto [8] found that work motivation have influenced employee performance mediated by job satisfaction. Likewise, many other studies have found that work motivation has affected job performance of employees in their work [41], [42], [43], [44], [45], [46], [47], [48], [49], [50], [51], [52], [38]. But on the contrary, several studies have found no effect of work motivation on employee performance [53], [54]. However, this study was not in line

with Rimadias, Ferli, and Hertingkir [37] who found that there was no influence of extrinsic motivation factors on employee performance. Besides, Muogbo [38] also found that there was no relationship existed between intrinsic motivation and employees' performance.

4. Conclusion

Based on the finding of this study and the hypothesis test of the effects of competence, job satisfaction, and work motivation toward the performance of nagari masters in the management of village finances in West Sumatera, then a number of conclusions could be described as follows:

1. There was a significant effect of competence on the job performance of nagari masters in West Sumatra in village financial management, with the value contribution was 0.463 or 46,3% with a significance value of 0.000. This means that competence was very influential on the job performance of the nagari masters in West Sumatra Province and the competencies need to be improved in order to enhance the job performance of the nagari masters.
2. There was also significant effect of job satisfaction on the job performance of nagari masters in village financial management in West Sumatra Province, with the value contribution was 0.155 or 15.5% with a significance value of 0.047. This means that job satisfaction was also very influential on the job performance of the nagari masters in West Sumatra Province and this job satisfaction also need to be enhanced among the nagari masters in order to improve their performance.
3. There were not significant effect of the work motivation on the job performance of nagari masters in managing village finance in West Sumatra Province, with the value contribution was only 0.175 or 17.5% and with significant value was 0.065. This means that work motivation was not very influential for improving the job performance of the nagari masters in managing village finance, especially in Sumatra Province.
4. There was a significant effect of competence on the work motivation of nagari masters in West Sumatra in village financial management, with the value contribution was 0.524 or 52,4% with a significance value of 0.000. This means that competence was very influential on the work motivation of the nagari masters in West Sumatra Province and the competencies need to be improved in order to enhance the work motivation of the nagari masters.
5. There was also significant effect of job satisfaction on the work motivation of nagari masters in village financial management in West Sumatra Province, with the value contribution was 0.339 or 33.9% with a significance value of 0.000. This means that job satisfaction was also very influential on the work motivation of the nagari masters in West Sumatra Province and this job satisfaction also need to be enhanced among the nagari masters in order to improve their work motivation in nagari financial management.
6. In addition, this study also found that competence and job satisfaction were also had indirect effect on job performance through work motivation with each of their beta values of 0.243 or 24.3% (for competence through work motivation) and 0.053 or 5.3% (for job satisfaction through work motivation). This means that competence was able to influence the job performance of nagari masters in nagari financial management through work motivation variable. Likewise job satisfaction could also influence the job performance of nagari masters in nagari financial management through work motivation variable.

Based on the research results and conclusions in this study, the researchers gave some suggestions to the agencies concerned on this matter, among others:

1. To produce a good job performance of the nagari masters in West Sumatra Province, especially in managing the village (nagari) finance, then the Local Government of West Sumatra Province need to pay attention and to provide guidance on the competence (especially about e-village finance) and pay attention to job satisfaction and of nagari masters, because theoretically and based on hypothesis test results, it was proved that the competence and job staisfaction could influence the performance of nagari masters in the management of village (nagari) finance.
2. For further researchers, it is advisable to conduct further study relating to and involving several variables or other factors that might be associated with and influence the need for improving the job performance of the nagari masters, particularly in West Sumatra and in other places, such as, leadership, level of education, work climate, work culture and so on.

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