

ROLE OF COMPETENCE, ORGANIZATIONAL COMMITMENT, COMPENSATION AS MODERATION ON THE INFLUENCE OF GOOD GOVERNANCE ON THE PERFORMANCE OF JUMANTONO DISTRICT GOVERNMENT OF KARANGANYAR REGENCY

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ABSTRACT: This study aims to analyze the role of 3K (Competence, Organizational Commitment, Compensation) as a moderating variable on the effect of good governance on the performance of the Village Government of Jumantono District in KaranganyarRegency.The population in this study were all village governments in 11 villages, Jumantono subdistrict, Karanganyar regency with a total of 135 people. The data analysis technique using multiple linear regression analysis and absolute difference test. Hypothesis testing using the t test. The results showed (1) Good governance, competence, organizational commitment, and compensation have a significant effect on the performance of the village government, Jumantono District, Karanganyar Regency. (2) Competence and organizational commitment can not moderate the effect of good governance on village government performance, while compensation is a moderating variable that can strengthen the effect of good governance on the performance of the village government in Jumantono District, Karanganyar Regency.

Keywords: governance, competence, commitment, compensation, performance

I. INTRODUCTION

In Law No. 32 of 2004 on Local Government, villages as a unitary legal community that has territorial boundaries, which are authorized to regulate and take care of the interests of the local community based on local origins and customs that are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia. To be able to carry out the mandate of the local government implementation law, the government needs the support of a government apparatus that is resilient, professional, and able to compete globally. Thus, the local government as the implementer of the mandate to accelerate the realization of the welfare of the village community must have the ability to manage the human resources available in their respective regions.

The implementation of good governance values becomes an important element in supporting the improvement of village government performance. The village government becomes one part of the public service system to the community. The performance of the Village Government in Karanganyar Regency, reflects good governance, as well as the practice of a government system that prioritizes public services. Community demands for the implementation of good governance are driven by the phenomenon because of the lack of maximum performance of the Village Government.

The performance of the Village Government has an important role for the Regional Government of Karanganyar Regency, especially in the implementation of good governance. Good governance is currently used as a measuring tool to assess the performance of employees and government organizations, which emphasizes more on aspects of transparency, accountability, and public welfare and public services that are economical, effective, and efficient. The village head and village apparatus are expected to carry out their duties properly and correctly, in accordance with the principles of good governance. Previous findings made by Istiqomatunnisa (2017); Lestari (2016); and Prayoga (2017) shows that good governance has a positive effect on employee performance in government agencies

The results of the researcher's observation, regarding the implementation of good governance in the Jumantono District Government of Karanganyar Regency, can be identified several problems, namely, the apparatus does not have comprehensive competence in the field of information systems and technology, lack of information and limited facilities, facilities and infrastructure so as not to guarantee certainty (law, time and cost), there are still village devices that have not carried out their duties responsibly, Lack of discipline towards the orderly working time, this is what hampers service to the community, the lack of employee friendliness in the management of various administrative needs causes the community to feel not well served.

The results of the pre-survey provide important information, that the contribution of the implementation of good governance to the performance of the Jumantono District Government of Karanganyar Regency is still not optimal. This is an interesting research theme to be studied in more depth. To answer these problems, this study aims to explore research by analyzing the role of Competence, Organizational Commitment, and Compensation as an alternative to strengthen good governance practices in the Jumantono District Government of Karanganyar Regency.

Competence plays an important role in improving the performance of the Village Government, because competence is a fundamental factor for the achievement of superior performance and the effectiveness of carrying out a job task is generally determined from competence. Spencer & Spencer (Vathanophas& Thaingam, 2007) states, the characteristics of competence not only concern the ability of knowledge and skills, but also touch aspects of motives, traits, and self-concepts. Several studies involving employee competency and performance variables (Sukoco, 2012; Willem et al., 2015; Rahmi&Wulansari, 2017; Basori et al., 2017) prove that competence has a strong role in employee performance. Thus the development of village device competence in the application of good governance practices is very important to be realized. The interaction between good governance with higher competence is expected to achieve the performance of the Village Government will be more optimal.

Achievement of superior performance in addition to requiring competence also needs to be supported by commitment, these two elements are in control of performance achievement (Yeh & Hong, 2012). Previous findings (Thamrin, 2012; Dharmanegara et al., 2016; Masydzulhak et al., 2016) obtained empirical evidence that organizational commitment exerts a strong influence on improving employee performance. In the application of good governance practices, organizational commitment is very important to be developed. Village devices with increasing levels of organizational commitment have a much greater likelihood of showing participation levels, demonstrating compliance to comply with organizational regulations, and providing the best results for organizational success. The interaction between good governance and higher organizational commitment is expected to achieve the performance of the Village Government will be more optimal.

In good governance practice, both financial and non-financial compensation is needed as a tool to motivate the apparatus so that they can work according to the demands and objectives of the organization, thus impacting the improvement of superior performance. The organization's attention to increasing financial compensation is mainly related to rewards in the form of salaries and benefits, while non-financial compensation in the form of information technology development, recognition for outstanding employees. Suhartini (2009) states that a good organization is an organization that is able to provide rewards that are in accordance with the amount of contributions contributed by employees to the organization. Previous research results (Vidianingtyas& Putri, 2014; Nurcahyani&Adnyani, 2016) showed that compensation has a strong relationship with improved employee performance. Thus, the interaction between good governance and higher compensation is expected to achieve the performance of the Village Government will be more optimal.

This research contribution, to provide a theoretical, methodological and practical understanding of the role of 3K (Competence, Organizational Commitment, Compensation) in strengthening the influence of good governance on the performance of village governments. This research can be used as a reference in establishing policies related to the implementation of good governance practices that contribute to improving the performance of the Jumantono District Government of Karanganyar Regency.

II. RESEARCH METHODS

According to Sugiyono (2010) the type of research reviewed from data analysis techniques is divided into two types. If data analysis is done using statistical testing called quantitative research type, in contrast qualitative research types do not use statistical testing but only describe data in the form of words, sentences, schemas and images. This type of research is quantitative research because in the process of data analysis this research uses statistical testing to test the truth of the proposed hypothesis.

The population in this study is the entire Village Government in 11 Villages jumantono District Of Karanganyar Regency with the number of village devices 135 people. The study used census research by taking the entire population to be respondents.

The source of the data in this study is primary data that is data collected directly from respondents through questionnaire answers. The data collection technique using questionnaires was measured by the 5-point Likert scale technique. The operational definition and measurement of these research variables are as follows:

1) Good governance.

Good governance is the understanding of the village apparatus in Karanganyar Regency the principles of good governance. Indicators used to measure good governance in public sector organizations refer to Mardiasmo's opinion (2009: 18) namely:

- a. Transparency
- b. Accountability

- c. Value of Money (Effective and Efficient).
- 2) Competence
Competence is the capacity of the village apparatus in Karanganyar Regency to perform various tasks in a job related to the field of work handled. Competence is measured by five fundamental characteristics of individual competence developed by Spencer & Spencer (Vathanophas&Thaingam, 2007):
 - a. Motive
 - b. Knowledge
 - c. Skills
 - d. Temperament (Nature)
 - e. Self-Concept
- 3) Organizational commitment
Organizational commitment is a bond between the individual and the organization, where the individual has a sense of belonging to the agency in which he works, as evidenced by strong confidence and support for the values, goals, and goals that the agency wants to achieve. Indicators used to measure organizational commitment refer to the opinion of Allen & Meyer (Cohen, 2007):
 - a. Affective commitment
 - b. Continuing commitment
 - c. Normative commitment
- 4) Compensation
Competence is the perception of the village apparatus in Karanganyar Regency to the overall return of services received as a result of the implementation of work in the form of financial or non-financial rewards. Compensation is measured on the basis of financial and nonfinancial compensation, based on fairness and fairness (reasonable) proposed by Hasibuan (2013: 122) with the following indicators:
 - a. Salary
 - b. Allowance
 - c. Family Gathering
 - d. Recognition of performance
 - e. Support of work infrastructure facilities
 - f. Training
- 5) Village Government Performance
The performance of the village government is the result of work that has been achieved by the village government apparatus in Karanganyar Regency, both in quality and quantity, in accordance with the requirements set by the organization. The indicator used to measure the performance of village government officials refers to the measurement of the performance of the apparatus in public sector organizations put forward by Prawirosentono (2008: 27) namely:
 - a. Effectiveness
 - b. Efficiency
 - c. Authority
 - d. Responsibility
 - e. Discipline
 - f. Initiative

Data quality testing is conducted through validity tests using Pearson Correlation analysis and reliability tests using Cronbach Alpha analysis (Ghozali, 2010). Regression requirements tests performed through the Classical Assumption test consist of normality tests, multicollinearity tests, heteroskedasticity tests, and autocorrelation tests. Data analysis techniques using multiple linear regression analysis and absolute difference tests, expressed by the following equations:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

$$Y = a + b_1ZX_1 + b_2ZX_2 + b_3 \left| \frac{ZX_1 - ZX_2}{ZX_1 - ZX_3} \right| + e$$

$$Y = a + b_1ZX_1 + b_2ZX_3 + b_3 \left| \frac{ZX_1 - ZX_3}{ZX_1 - ZX_4} \right| + e$$

$$Y = a + b_1ZX_1 + b_2ZX_4 + b_3 \left| \frac{ZX_1 - ZX_4}{ZX_1 - ZX_3} \right| + e$$

Information:

- Y : Village Government Performance
- X1 : *Good governance*
- X2 : Competence
- X3 : Organizational commitment
- X4 : Compensation
- a : Constant
- b₁..b₃ : Regression coefficient

- ZX₁ : Standardized Good governance
- ZX₂ : Standardized Competence
- ZX₃ : Standardized Organizational commitment
- ZX₄ : Standardized Compensation

The model accuracy test uses the F test using a 5% significance level. The coefficient of determination test aims to determine the percentage of contribution of the influence of all independent variables to dependent variables. Hypothesis testing is done with a t test using a 5% significance level. Test criteria, if p value < 0.05 then Ho is rejected instead Ho is accepted if p value ≥ 0.05

III. RESULTS AND DISCUSSIONS

Instrument Test

1. Validity Test

Based on calculations with the SPSS program version 16 can be presented the results of validity tests for good governance variables, competence, organizational commitment, compensation, and village government performance as follows.

Table 1: Instrument Validity Test Results

Variable	Item	p value	α	Information
Good governance	X1.1	0,000	0,05	Valid
	X1.2	0,000	0,05	Valid
	X1.3	0,000	0,05	Valid
	X1.4	0,000	0,05	Valid
	X1.5	0,000	0,05	Valid
	X1.6	0,000	0,05	Valid
	X1.7	0,000	0,05	Valid
	X1.8	0,000	0,05	Valid
Competence	X2.1	0,000	0,05	Valid
	X2.2	0,000	0,05	Valid
	X2.3	0,000	0,05	Valid
	X2.4	0,000	0,05	Valid
	X2.5	0,000	0,05	Valid
Commitment Organizational	X3.1	0,000	0,05	Valid
	X3.2	0,000	0,05	Valid
	X3.3	0,000	0,05	Valid
	X3.4	0,000	0,05	Valid
	X3.5	0,000	0,05	Valid
	X3.6	0,000	0,05	Valid
Compensation	X4.1	0,000	0,05	Valid
	X4.2	0,000	0,05	Valid
	X4.3	0,000	0,05	Valid
	X4.4	0,000	0,05	Valid
	X4.5	0,000	0,05	Valid
	X4.6	0,000	0,05	Valid
	X4.7	0,000	0,05	Valid
Local Government Performance	Y.1	0,000	0,05	Valid
	Y.2	0,000	0,05	Valid
	Y.3	0,000	0,05	Valid
	Y.4	0,000	0,05	Valid
	Y.5	0,000	0,05	Valid
	Y.6	0,000	0,05	Valid
	Y.7	0,000	0,05	Valid
	Y.8	0,000	0,05	Valid

Source: Primary data processed, 2021

Based on the above results show that all statement items for good governance variables, competence, organizational commitment, compensation, and village government performance are valid, because all statement items produce a value of < 0.05

2. Reliability Test

Instrument reliability test results for good governance variables, competence, organizational commitment, compensation, and village government performance are presented as the following table

Table 2: Instrument Reliability Test Results

Variable	Cronbach Alpha	Standart	Conclusion
Good Governance	0,912	Alpha > 0,60	Reliabel
Competence	0,886		Reliabel
Organizational commitment	0,836		Reliabel
Compensation	0,879		Reliabel
Village Government Performance	0,937		Reliabel

Source: Primary data processed, 2021

Based on the instrument reliability test obtained the result that the instrument for variable variables good governance, competence, organizational commitment, compensation, and performance of the Village Government declared reliable (consistent / reliable) because each variable produce Cronbach Alpha > 0.60

Classic Assumption Test

To meet the assumptions required by the OLS regression model, a classical assumption test is performed that includes a normality test, a multicollinearity test, a heteroskedasticity test, and an autocorrelation test as follows.

1. Normality Test

Normality test results are presented as in the following table.

Table 3: Normality Test Results

Asymp. Sig.(2-tailed)	Cut off	Keterangan
0,186	Sig. > 0,05	Residual Normal

Source: Primary data processed, 2021

The results of the normality test through the Kolmogorov-Smirnov test were obtained by Asymp.Sig. (2-tailed) of 0.186 > 0.05 means normal residual.

2. Multicollinearity Test

Multicollinearity test results are presented as in the following table.

Table 4: Multicollinearity Test Results

Independent Variables	Tolerance	VIF	Cut off	Note
X1	0,984	1,016	Tolerance > 0,1 VIF < 10	There is no multicollinearity.
X2	0,521	1,919		There is no multicollinearity.
X3	0,486	2,059		There is no multicollinearity.
X4	0,900	1,111		There is no multicollinearity.

Source: Primary data processed, 2021

Multicollinearity test results showed that each independent variable (good governance, competence, organizational commitment, compensation) was not linearly correlated. This is shown from tolerance values (0.984; 0.521; 0.486; 0.900) > 0.1 and Variance Inflation Factors (1.016; 1.919; 2.059; 1.111) < 10. Thus the model does not occur multicollinearity.

3. Heteroskedasticity Test

Heteroskedasticity test results are presented as in the following table.

Table 5: Heteroskedastistas Test Results

Independent Variables	Sig.	Cut off	Keterangan
X1	0,126	Sig > 0,05	There is no heteroskedasticity.
X2	0,620		There is no heteroskedasticity.
X3	0,835		There is no heteroskedasticity.
X4	0,076		There is no heteroskedasticity.

Source: Primary data processed, 2021

Heteroskedasticity test results show that all independent variables (good governance, competence, organizational commitment, compensation) have no significant effect on absolute residual variables. This is indicated by a value of significance (0.126; 0.620; 0.835; 0.076) > 0.05, meaning the model in this study did not occur the problem of heteroskedasticity.

4. Autocorrelation Test

The results of the autocorrelation test are presented as in the following table.

Table 6: Autocorrelation Test Results

<i>Asymp. Sig.(2-tailed)</i>	<i>Cut off</i>	Note
0,195	Sig. > 0,05	There is no autocorrelation.

Source: Primary data processed, 2021

The results of the autocorrelation test through runs test obtained by Asymp.Sig. (2-tailed) by .195 > 0.05. Thus the model in this study did not occur autocorrelation problems.

Hypothesis Testing

Based on multiple liner regression analysis and absolute difference test with SPSS version 22 program, the results can be presented as the following table.

Table 7: Hypothesis Test Results

Independent Variables	Regression Coefficient	t count	Sig.
X1	0,154	2,102	0,038
X2	0,258	2,016	0,046
X3	0,291	2,088	0,039
X4	0,237	2,909	0,004
Moderasi 1	-0,292	-0,884	0,379
Moderasi 2	0,002	0,006	0,995
Moderasi 3	0,890	2,540	0,012
F		13,209	0,000
<i>Adjusted R²</i>		0,267	

Source: Primary data processed, 2021

Based on the results of multiple linear regression analysis, obtained a calculated F value of 13,209 with a p value of 0.000 that is smaller than the significance level of 5% means a fit model in predicting the influence of good governance, competence, organizational commitment, and compensation on the performance of village governments. Adjusted.R2 coefficient value of 0.267 means the contribution given by good governance variables, competence, organizational commitment, and compensation in explaining the village government performance variable is 26.7% the remaining 73.3% described by other variables outside the model. Based on the results of the t test calculation, the following is outlined testing each hypothesis:

Test the influence of good governance on the performance of the Village Government

The results of the good governance influence test on the performance of the Village Government obtained a calculated value of 2,102 with a significance level (0.038) < 0.05 means good governance has a significant effect on the performance of the Village Government. Thus hypothesis 1 which states "Good governance has a significant effect on the performance of the Jumantono District Village Government of Karanganyar Regency" is accepted. The implications of this finding, the higher the application of good governance, the performance of the Village Government in Jumantono District of Karanganyar Regency will be higher.

Test the influence of competence on the performance of the Village Government

The results of the competency influence test on the performance of the Village Government obtained a calculated value of 2.016 with a level of significance (0.046) < 0.05 means competence has a significant effect on the performance of the Village Government. Thus hypothesis 2 which states "Competence has a significant effect on the performance of the Jumantono District Government of Karanganyar Regency" is accepted. The implications of this finding, the higher the competence, the performance of the Village Government in Jumantono District of Karanganyar Regency will be higher.

Test the influence of organizational commitment on the performance of the Village Government

The results of the organizational commitment influence test on the performance of the Village Government obtained a calculated value of 2,088 with a level of significance (0.039) < 0.05 means that organizational commitment has a significant effect on the performance of the Village Government. Thus hypothesis 3 which states "Organizational commitment has a significant effect on the performance of the Jumantono District Government of Karanganyar Regency" is accepted. The implications of this finding, the higher the organizational commitment, the performance of the Village Government in Jumantono District of Karanganyar Regency will be higher.

Test the effect of compensation on the performance of the Village Government

The results of the compensation effect test on the performance of the Village Government obtained a calculated value of 2,909 with a significance level $(0.004) < 0.05$ means compensation has a significant effect on the performance of the Village Government. Thus hypothesis 3 which states "Compensation has a significant effect on the performance of the Jumantono District Government of Karanganyar Regency" is accepted. The implications of this finding, the higher the compensation, the performance of the Village Government in Jumantono District of Karanganyar Regency will be higher.

Test the influence of good governance on the performance of village government that moderates competence

The results of the good governance influence test on the performance of the Village Government which moderated competence obtained a calculated value of -0.884 with a level of significance $(0.379) > 0.05$ means that competence cannot moderate the influence of good governance on the performance of the Village Government. Thus hypothesis 5 which states "Competence can moderate the influence of good governance on the performance of the Jumantono District Government of Karanganyar Regency" was rejected. The implication of these findings, competence is not a moderation variable that can strengthen the influence of good governance on the performance of the Village Government, so that the relationship between competence and the performance of the Village Government is only a direct influence.

Test the influence of good governance on the performance of village governments that moderate organizational commitment

The results of the good governance influence test on the performance of the Village Government moderated organizational commitment obtained a calculated value of 0.006 with a level of significance $(0.995) > 0.05$ means that organizational commitment cannot moderate the influence of good governance on the performance of the Village Government. Thus hypothesis 6 which states "Organizational commitment can moderate the influence of good governance on the performance of the Jumantono District Village Government of Karanganyar Regency" was rejected. The implication of these findings, organizational commitment is not a moderation variable that can strengthen the influence of good governance on the performance of the Village Government, so that the relationship between organizational commitment and village government performance is only a direct influence.

Test the influence of good governance on the performance of compensation-moderated Village Government

The results of the good governance influence test on the performance of the Village Government moderated compensation obtained a calculated value of 2,540 with a level of significance $(0.012) < 0.05$ means compensation can moderate the effect of good governance on the performance of the Village Government. Thus hypothesis 7 which states "Compensation can moderate the influence of good governance on the performance of the Jumantono District Government of Karanganyar Regency" is accepted. The implication of these findings, organizational commitment is a moderation variable that can strengthen the influence of good governance on the performance of the Village Government, so that the interaction between good governance and higher compensation will further improve the performance of the Village Government in Jumantono District of Karanganyar Regency.

IV. DISCUSSION

This study resulted in findings that good governance, competence, organizational commitment, and compensation had a positive and significant effect on the performance of the Village Government in Karanganyar Regency. This finding is supported by the results of multiple linear regression analysis, where the regression coefficient of good governance variables, competence, organizational commitment, and positive marked compensation and the t test results of each variable show a value < 0.05 . Thus good governance, competence, organizational commitment, and compensation have important implications in realizing good village governance which further has an impact on improving the performance of the Village Government in Jumantono District of Karanganyar Regency.

The implications of this finding, improving the performance of the Village Government in Jumantono District of Karanganyar Regency can be realized if the Village Government in Jumantono Subdistrict can implement good governance properly and correctly based on the principles of transparency, accountability, effective and efficient. These findings support previous research conducted by Istiqomatunnisa (2017); Lestari (2016); and Prayoga (2017) that good governance has a positive effect on employee performance in government agencies.

The principles of good village governance can be implemented according to objectives, if supported by the competence of adequate Village Government officials, both knowledge, skills, motives, attitudes, and behavior. The development of competence of village government officials needs to be achieved, because competence is an important element in achieving superior performance. The development of the competence of village government officials that have been implemented is in the form of training, counseling, and workshops

organized by Jumantono Subdistrict. These findings are in line with previous research conducted by Sukoco (2012); Willem et al. (2015); Rahmi&Wulansari (2017) and Basori et al. (2017) that competency competence has a strong influence on the achievement of employee performance

The implementation of good governance requires the support of a clean, resilient, and professional government apparatus so as to contribute to the improvement of village government performance. To achieve the goal of this goal requires an organizational commitment from the Village Government apparatus. With a higher organizational commitment, village heads and village devices will have strong ties with the organization, have a sense of belonging to the organization where they work, as evidenced by strong confidence and support for the values, goals, and goals that the organization wants to achieve. The higher the organizational commitment owned by the apparatus, of course, it will produce better performance and will further contribute to the improvement of the performance of the Village Government in Jumantono District of Karanganyar Regency.

Improving the performance of the Jumantono District Government of Karanganyar Regency can be achieved, if supported by the provision of better compensation with fair and decent principles. Compensation is a form of appreciation given to the village head and village devices in return for the contributions they make to the organization. With the awarding of better, it can motivate the Village Government apparatus to be more accomplished, work more productively, qualified and more loyally so that it will certainly contribute to the improvement of the performance of the Jumantono Village Government. These findings support previous research conducted by Vidianingtyas& Putri (2014) and Nurcahyani&Adnyani (2016) that compensation has a strong association with improved employee performance.

The results of the test of competency variables, organizational commitment, and compensation as moderation on the influence of good governance on the performance of the Jumantono District Government of Karanganyar Regency showed that competence, and organizational commitment are not moderate variables, this is supported by the results of the t test with a value of > 0.05 . The implication of these findings, that the relationship of competence and organizational commitment with the performance of the Village Government is only a direct influence. Thus the interaction between good governance with competence and interaction between good governance and organizational commitment will not affect the improvement of village government performance.

The results of this study showed that compensation is a moderation variable that can strengthen the influence of good governance on the performance of the Jumantono District Government of Karanganyar Regency, supported by the results of the t test with a value of < 0.05 . The implications of these findings, the interaction between good governance and compensation will increasingly affect the improvement of village government performance. In the implementation of good governance supported by better compensation, the performance of the Village Government in Jumantono District of Karanganyar Regency will be more optimal.

Based on these findings, compensation received by village heads and village devices can be in the form of financial compensation and non-financial compensation. Increasing financial compensation in the form of salaries and benefits will certainly motivate the government apparatus to work optimally so that the performance achieved will generally be better. The increase in non-financial compensation that currently needs to be done is the support of work infrastructure facilities, especially related to the application of Information Technology. To improve the effectiveness of village governance and support the smooth running of public services, jumantono subdistrict needs to pay attention and strive for the completeness of facilities and infrastructure in supporting the utilization of Information Technology in every village government office. Other forms of non-financial compensation, is the need to provide recognition of the performance of the apparatus, as well as the implementation of programmatic and continuous training that supports the implementation of the duties of village government officials.

V. CONCLUSION

The results of this study showed (1) Good governance, competence, organizational commitment, and compensation had a significant effect on the performance of the Jumantono District Government of Karanganyar Regency. (2) Organizational competence and commitment cannot moderate the influence of good governance on the performance of the Village Government, while compensation is a moderation variable that can strengthen the influence of good governance on the performance of the Jumantono District Government of Karanganyar Regency.

This research sample is limited to the Village Government in Jumantono District of Karanganyar Regency, so the results of the study cannot be generalized. The questionnaire statements in this study are still closed statements, so respondents cannot channel opinions freely in accordance with respondents' thoughts. Research in the same field should be able to expand the scope of research, by including other contingency variables such as work motivation, leadership style, or organizational culture. Researchers are further expected to use open questionnaires, so that respondents can channel their opinions freely in addition to closed-door questionnaires. In supporting the implementation of good village governance, the performance of the Village

Government in Jumantono District of Karanganyar Regency needs to be evaluated periodically. To achieve success in the implementation of good governance, village heads and village devices are advised to uphold the principles of transparency, accountability, and value of money (effective and efficient). Improving the performance of the Jumantono District Government of Karanganyar Regency needs to be supported by high organizational commitment from the Village Government apparatus and the provision of better compensation.

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