

**SCIENTIFIC ARTICLES****The Effectiveness of Awards by Leaders on the Achievement of Work of Government Apparatus In Dimembe Subdistrict of North Minahasa Regency****By:****Prof. Dr. Drs. Patar Rumapea, M.Si., NIDN 0027046405 (Chairman)
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The Effectiveness of Awards by Leaders on the Achievement of Work of Government Apparatus In Dimembe Subdistrict of North Minahasa Regency

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***Abstract:** The purpose of this study was to clarify the effect of the effectiveness of the award by the leader on the performance of government officials. This research took place in Kecamatan Dimembe involving 80 respondents from three sample villages: Dimembe Village, Warukapas Village, Wasian Village and Dimembe District Office. This research uses a quantitative research approach with descriptive analysis techniques and simple linear regression analysis. Based on the results of the research show that: (1) the results of descriptive analysis shows that the effectiveness of the leadership award at the high category, while the performance of government officials in middle category. (2) hasdil these simple linear regression analysis showed that the effectiveness of the award by the leader on the performance of government officials working in the district Dimembe positive and significant impact. Based on the results of the analysis, it can be concluded that the work performance of the government apparatus in Kecamatan Dimembe is determined by the effectiveness of awarding by leaders in the high category. It is suggested to the Head of Sub-district as the leader and government officials to pay attention to the giving of pernghargaan to the apparatus who excel in the work.*

Keywords: the effectiveness of the award, the performance of government officials

PRELIMINARY

Achievement of employees or government officials is one important factor that must be considered in connection with the achievement of overall organizational goals. The manifestation of this work performance seems easy to say but difficult to manifest. It desperately needs the spirit and sacrifice both material and morale from the leadership, especially the spirit and sacrifice of government officials or officials themselves.

In this era of global competition the understanding of work performance is not only limited to the form of work completion, but also highlighted is the quality of the work itself. Timpe (2005) argues that the realization of the performance of government officials should include aspects of quality and quantity and the suitability of time available for the completion of work. When hearing a statement that the work performance of the government apparatus is excellent, it means that the government apparatus has been able to complete the work on time, quality, and in accordance with its job responsibilities. (Rumapea 2001).

Dharma (2006) argues that to achieve employee performance as mentioned above is determined by the leadership factor implemented by the leader in this case Camat for the organization of the district government. If leaders never pay attention to the performance of government officials, it is certain that the performance of government officials will remain poor or unfavorable. Vice versa, if the leader has a great desire to improve the performance of government officials, it is also certain that the performance of government officials will be improved or very good. So, to improve the performance of government officials in an organization, is determined by how leaders carry out their leadership.

Leadership carried out by leaders in an organization in addition requires cooperation, coordination, funds, etc., a very important factor needed and used is power. Leadership can run even without coordination, cooperation, and funding, but, without power, leadership will not work. Why? Because power is the tool of the most powerful leadership to achieve the goal. Power is the potential influence a leader must have to exercise his leadership. (Robbins, 1996, & Yukl, 1998). Without power, a leader can not influence his subordinates to follow his will.

One source of power to be studied in this study is that power comes from the ability to reward. Power derived from the effectiveness of rewarding can be called the power of appreciation (Robbins, 2001, and Yukl, 2001). This power is gained by the ability to reward effectively to their subordinates. That is, the award given is not effective will lead to rejection of the wishes of leaders. Therefore, the ability to reward is very important to know and be implemented by the leader. (Hasibuan, 2014)

The leader who has the power of appreciation is the leader who is able to sort and choose which government apparatus deserves an award. Yukl (2001) argues that rejection occurs when the award given by a leader to a particular government apparatus is not based on clear criteria. So other government officials will criticize the award decision. Therefore, formulate clearly the criteria of government apparatus that will be awarded. For example, a government apparatus capable of completing a job in accordance with target or even surpassing it will get a bonus. The government apparatus involved in a particular job that is not his or her responsibility will be given an incentive as much as the workload that he or she completes.

It is assumed that leaders who always rely on rewards effectively will improve the work performance of the government apparatus. Provided, the award criteria are socialized in a transparent manner to all existing government officials. It is believed that these criteria can be met by all government officials as subordinates. A good leader will never come up with subjective criteria to determine who the government apparatus as his subordinate is entitled to an award.

Pemikiran above is only effective when the organization in which there is a relationship between superior and subordinate authority. If applied outside the Organization i, the appreciator have difficulties in control. That is, the effectiveness of rewards can not be guaranteed.

Dimembe District Government is one of the organizations that have clear authority relation between Camat as superior and Government apparatus as subordinate. So the possibility to do awards by superiors is very open to realize the sense of kepengikutan of subordinates. However, with regard to the effectiveness of awarding still needs to be done in-depth research.

Based on pre-survey conducted by Dimembe Sub-District, the performance of government apparatus is quite good. All the work he is responsible for can always be done on time. In addition, the intensity of in and out of the office is always in accordance with applicable regulations. Allegedly, government officials can show a sense of responsibility in the workplace due to the ability of the leader to reward effectively. However, to know more clearly the truth of these allegations, it is necessary to conduct scientific research to reveal the effectiveness of rewards made leaders in improving the performance of government officials.

RESEARCH METHODS

This study uses a quantitative approach that is based on data that can be calculated to produce a solid quantitative assessment (Umar, 2003). This study aims to determine the effect between the effectiveness of rewards variable leader to the performance variables of government officials. Therefore, this kind of research is *explanatory research*. Singarimbun and Effendy (1995) said that explanatory research is to explain the relationship and influence between independent variables with dependent variable by way of hypothesis presentation.

The population in this research is all government apparatus in Dimembe Sub-district as many as 198 village government officials in 9 villages, and 24 government apparatus in Subdistrict Office Dimembe. The total population is 222 government officials. The sampling technique in this research is divided into two kinds, namely: (1) The purposive sampling technique is aimed to select the village sample. (2) stratified random sampling technique that aims to obtain sample of respondents.

Prior to determining the sample of respondents in advance the determination of village samples (sample area). It is known that in Dimembe District there are 9 villages, of which 9 villages are defined as 3 villages: (1). Village Dimembe, as the center of the sub-district (2). Warukapas village is a village that is located from the center of the district (3). Wasian village is a village that is far from the center of the district.

Furthermore, the determination of respondent sample is done using stratified random sampling technique before random (random) needs to first do grouping to population based on educational level. Respondents in this study amounted to 80 respondents. The data are obtained in isolation with questions arranged in such a way that the respondent is limited in providing answers (Nasir, 1988).

The independent variables in this research is the effectiveness awards kan defined as a tangible gifts to government officials. To measure variables use the following indicator:

- Provide a raise, can be a bonus, promotions for those who are considered to meet the leader's request
- Always pay attention to comfortable working conditions
- Likes to offer an interesting job for those who follow his orders
- Give praise to the government officials who excel.

The dependent variable in this study is the work performance of government apparatus which is defined as the work of a person on a unit of time or a certain size. It is realized that to know the performance of government officials in an organization is strongly influenced by the complexity of the problems experienced by the organization

itself. Therefore, in the measurement is also expected to be adjusted with the complexity in question. The complexity of the problems encountered in measuring the performance of government officials, in this study serve as a limitation. The indicators are used as follows:

- Quality of work
- Quantity of work
- Timing conformity used
- Knowledge of work.

After the data were collected then it was analyzed by descriptive statistic method and inferential statistic method. Descriptive statistics aim to obtain an overview of the effectiveness of rewards of leaders and work performance of government officials. Then identify the properties of each variable in percentage form. Then performed a simple linear regression analysis with the help of SPSS computer version 12.0. (Santoso, 1999). To calculate the significance of simple linear regression is used t Test.

RESEARCH RESULT

A. Data Description

Perlu is known that the respondents involved in this research are Dimembe District Government officials in North Minahasa Regency located in Dimembe Village, Warukapas Village, and Wasian Village and in District Office are all 80 respondents. Primary data were obtained by using questionnaires compiled using Likert Scale. The results of descriptive analysis to determine the frequency distribution of data described in accordance with research variables as follows:

1. Variable Effectiveness Award

It was conveyed that the independent variable raised in this study is the effectiveness of the award which is defined as a tangible gift giving to the government apparatus. To measure this variable use the following indicator:

- a. Provide a raise, can be a bonus, promotions for those who are considered to meet the leader's request
- b. Always pay attention to comfortable working conditions
- c. Likes to offer an interesting job for those who follow his orders
- d. Give praise to the government officials who excel.

The instrument used to measure the effectiveness of reward variables by leaders is as many as 10 items of questions. Each item is answered based on the respondent's opinion, and has 5 alternative answer choices with score range 1 to 5. The maximum expected total score is 50, and the minimum total score is 10. Based on the respondent's answer, the highest observation score is 49 and the lowest 32. Thus it can be made an interval based on the expectation score as follows:

$$\text{Rank} = 50 - 10 = 40$$

$$\text{Category} = 3$$

$$\text{Class Length Interval} = 40 : 3 = 13, 33.$$

Based on the data obtained from respondents' answers, the results of the frequency distribution can be seen in table 1 below:

Table 1. Variable Frequency Distribution of the Effectiveness of Awards

No.	Category	Class	F	(%)	Cumulative (%)
1.	Low	10 - 22	0	0	0
2.	Medium	23 - 36	20	25	25
3.	High	37 - 50	60	75	100
Amount			80	100	

The data in Table 1 shows that the most widely distributed respondents' answers to the leadership effectiveness variables are in the high category with the frequency of 60 respondents or by 75%. While the answers of respondents who are in the medium category is only as much as 20 respondents or by 25%. The rest did not appear to single respondents or 0% informed keefektifan award leaders are in the low category.

2. Variable Achievement of Work of Government Apparatus

Informed that the dependent variable in this study is the work performance of government apparatus which is defined as the work of a person on a unit of time or a certain size. It is realized that to know the performance of government officials in an organization is strongly influenced by the complexity of the problems experienced by the organization itself. Therefore, in the measurement is also expected to be adjusted with the complexity in question. The complexity of the problems encountered in measuring the performance of government officials, in this study serve as a limitation. The indicators are used as follows:

- Quality of work
- Quantity of work
- Timing conformity used
- Knowledge of work.

The instrument used to measure performance variable of government officer performance is 10 question items. Each item is answered based on the respondent's opinion, and has 5 alternative answer choices with score range 1 to 5. The maximum expected total score is 50, and the minimum total score is 10. Based on the respondent's answer, the highest observation score is 36 and the lowest 16. Thus it can be made an interval based on the expectation score as follows:

$$\text{Rank} = 50 - 10 = 40$$

$$\text{Category} = 3$$

$$\text{Class Length Interval} = 40 : 3 = 13, 33.$$

Based on the data obtained from respondents' answers, the results of the frequency distribution can be seen in table 1 below:

Table 2. Frequency Distribution of Achievement of Work of Government Apparatus

No.	Category	Class	F	(%)	Cumulative (%)
1.	Low	10 - 22	27	33.75	33.75
2.	Medium	23 - 36	53	66.25	100
3.	High	37 - 50	0	0	100
Amount			80	100	

The data in Table 2 shows that the most widely distributed respondents' answers to the performance variables of government apparatus are in medium category with frequency of 53 respondents or 66.25%. While the respondent's answers are in the low category is only 27 respondents or 33.75%. The rest none of the respondents or 0% that inform the performance of government officials are in the high category.

B. Hypothesis Testing

It should be said that the analysis used for hypothesis testing in this study is a simple linear regression analysis. In principle, the use of simple linear regression analysis in this study includes two major ways: (1) To find out the magnitude of the effect of independent variables on the effectiveness of the leader's appreciation of the dependent variable of the work performance of the government apparatus using the coefficient of determination. Meanwhile, to know the significance of independent variables to dependent variables using t test. (2) To know the degree of prediction of the independent variables of the effectiveness of the reward of the leader on the dependent variable of the work performance of government apparatus using simple regression coefficient value through simple regression equation formula: $Y = a + b X$

A simple linear regression analysis process is performed using Computer Analysis. The results obtained can be seen in the following table:

Table 3. Simple Linear Regression Analysis Result

No	VARIABLES	Regression coefficient (β)	T Count	Sig
1.	Constants	-13.922	-6.083	0,000
2.	Leader's Leadership Effectiveness	0.957	16.844	0,000
F Count = 283,725. Probability = 0,000. R = 0, 886 R ² = 0, 784				

Based on calculations performed using computer statistics obtained by a simple linear regression analysis as contained in Table 3 above, shows that the regression equation as follows: $Y = -13.922 + 0.957 X$. Based on the value of the regression equation can be explained that without entering the variable effectiveness of the award leader, work performance variables constant value of -13.922 government officials. Furthermore, the explanation of the value of regression coefficient of effectiveness variable of leader's reward is if the effectiveness of reward leader is increased by 100% or one fold then it will be followed by improvement of work performance of government apparatus equal to 0,957 or 95,7%. The results of this study indicate that the keefentifan award of leaders is very determining ti nggi low performance of government officials in Dimembe District. The estimate of the increase in the performance of government officials as a result of the effectiveness of the award leader is very powerful and has a high predictive level. The statement based on the calculation result is also reinforced by the value of determination coefficient obtained that is equal to 0.784 or 78.4%. In addition, the strength of the relationship can be seen in the value of the significance of the relationship obtained is 0,000 α 0.05 which means that the relationship of effectiveness variables award leaders with the performance of government officials are categorized very convincingly.

Based on the values of the above statistical calculation results either descriptively or inferentially using simple linear regression analysis, it can be asserted that the null hypothesis which states that there is no correlation between the effectiveness variable of reward leader with the performance of government apparatus in District Dimembe is rejected. Thus, an alternative hypothesis which states that there is a positive and significant relationship variable effectiveness reward leader with the performance of government officials in District Dimembe accepted convincingly at 95% confidence level.

C. Discussion

As has been presented in the research section above that inform both descriptively and inferentially using simple linear regression analysis indicate that the variable of award winning keefentifan very determine the high performance of government apparatus in District Dimembe. Briefly it can be argued that the average frequency distribution of data both variables keefentifan award leaders are in the high category, while the performance variable of government apparatus is in the medium category. It can be pointed out that the high performance of government officials in Kecamatan Dimembe is highly determined by the effectiveness of the leader's award. So also inferential statistically using simple linear regression analysis showed that the effect of variables keefentifan award of leaders to the performance variables of government apparatus is very strong seen from the coefficient of regression and the coefficient of determination obtained. This means that until the time this research is conducted, the performance of government officials is still dominant influenced by the effectiveness of the leader's award. The results indicate that other factors not observed in this study such as rewards, recruitment, working conditions etc. are less influential.

The results of this study indicate that the work performance of the government apparatus is observed from the quality of the work, the number of completed jobs, and the suitability of the available time with job completion and knowledge of the work is largely determined by the effectiveness of the leader's reward. The effectiveness in rewarding by the leaders in question must be balanced with the type and workload that will be done by the employees. It can be argued that, if the award given by the leader is inconsistent with the work demonstrated by the government apparatus, then all the responsibility of the government apparatus will not support or realize the performance of work as expected. To that end, McKenna and Beech (2002) suggested that organizations need to implement management achievements in order to be clear what factors that can support the work performance of government officials in this case the most obvious is the awarding of the officers who do their jobs well.

As noted earlier, the performance of government officials is strongly influenced by the award given by the leaders. A salary increase is one aspect of appreciation that can motivate employees or officials to work passionately. Increased salary will support the increase in income and then can meet the needs. That is, if no increase in salaries applied in an organization then the spirit to excel also will not increase.

One aspect that can realize work morale is the increase in salary through the calculation of employment and the level of employee rank. Having a long working period will get a larger salary than before or from employees whose working period is relatively short. Likewise, the rank in which an officer with a higher rank must have a

higher salary than a low-ranking employee for the same period of service. So it can be asserted that the rank and term of employment can determine the salary of an employee. However, to increase the rank and work of employees must show satisfactory work results. If the work is not good let alone always broke the employment rules then most likely the employee will not be raised rank even be dismissed status sebasgai employees.

Organizations that implement achievement management must be very concerned about bonuses in employment and promotion. Bonus applied in an organization intended to stimulate employee morale work harder to realize the results of work that exceeds the standards set. Employees who work beyond predetermined standards will surely get performance bonuses. It is certain employees who do not show work that exceeds the standard work that has been set will not receive a bonus. This is what causes employees to compete healthily with each other to work beyond the standard set in the hope of achieving bonus achievement.

In addition, the bonus is also applied to employees who can show the results of quality work is able to make leaders touched on the achievement of quality achieved so as to be awarded in the form of bonuses. Leopold (2002) says that awards that often appear in award-winning organizations in the form of finances such as payments made on the basis of performance shown, individually, in groups, as well as organizations, and these rewards are unlikely to be permanent or permanent in accordance with work performance Achieved.

Awards can also be given to employees in the form of promotion. It is unlikely that employees who do not demonstrate work performance will gain promotion to occupy positions even if held positions will be removed. Occupying a certain position within the organizational structure is understood as a work performance shown so it is possible that the employee obtains the position. On the contrary, when the employee concerned no longer occupies a certain position within the organizational structure, then it will be understood as an employee's inability to work or work performance is not good employees. The statement indicates that the promotion of position given to the employee is identical with the work performance shown by the employee concerned. That is, only employees who excel in the work that may get promotion of office. Of course, an unrepresented employee is unlikely to be promoted to a particular position within the organizational structure.

Similarly, attention to comfortable working conditions, offering exciting jobs, and giving praise to outstanding employees are aspects of rewarding employees who like to show good results. Improvements to working conditions so that feels comfortable in completing the work can encourage the realization of the spirit to excel in the work. Uncomfortable working conditions will make uncomfortable also in completing a job. Comfort in completing the work is determined by comfortable working conditions. Employees will focus on the job if the working conditions feel comfortable.

Likewise later when employees began to show proud work performance desperately need praise from leaders. The praise given by the leader can increase the confidence of the employee in the completion of the work. In contrast to the award in the form of finance it could be done only to appreciate the time and energy that has been sacrificed employees so that it can not solely increase the confidence of employees. But

praise is very closely related to the work of employees who are very proud that leaders feel happy to see the work of these employees.

Leaders should also like to offer employment to employees. Exciting work will bring a feeling of interest in the completion of work. Work is considered attractive if it matches the expertise and hobbies of the employee concerned. Employees will grumble at the completion of work when dealing with unfamiliar work. Therefore, Thoha (2008) says that leaders should be able to share the types and workloads that exist within the organization in accordance with the background of expertise and experience of each employee. That if done correctly there will be an increase in the suitability between the type and the work load with the expertise and experience of the employee.

The explanation is in accordance with the opinion of Manz and Sims (1990) suggested that rewarding employees can be in material form such as money, salary, side income, etc. Awarding by organizational management is not only related to achievements made by employees, but more than that, organizational management must provide an opportunity for employees to have access to pursue the rewards through the performance shown. Wiraseputra (1980) says that the eligibility of the employee in obtaining the award is largely determined by the predefined performance standard. Employees who are able to achieve standards or exceed the specified standards will be awarded. In addition there are awards in non-material forms such as promotion and improvement of working conditions. So is appreciation in the form of words or praise. One of the leaders' rewarding strategies for subordinates is giving praise to accomplished subordinates. Praised subordinates will feel happy and will always try to maintain the praise.

As the result of this research, even though the effectiveness variable of reward of leader has significant and positive influence to the performance of government apparatus, but descriptively the work performance of government apparatus is not maximized so still need special attention to the improvement effort especially on the aspect of job quality and knowledge about the work .

CONCLUSIONS AND SUGGESTION

A. Conclusion

Based on the results of research and discussion, it can be formulated the following conclusions:

1. Descriptively indicate that the intensity of award given by leader in Dimembe Sub-district of North Minahasa Regency has generally been in high category. While most of the performance of government officials are still in the medium category.
2. The effectiveness of award leaders has a very strong influence on the performance of government officials in Dimembe Subdistrict, North Minahasa District. This indicates that the effectiveness of the leader's reward strongly supports the work performance of the government apparatus in the service to the community.

B. Suggestion

Based on the conclusions of this study, it can be suggested as follows:

1. The performance of Dimembe District Government officials in North Minahasa Regency is in the medium category so it still needs to be improved. Therefore, the

sub-district and sub-district governments as a whole need to develop through education and training programs for government officials in Dimembe sub-district. Development materials are related to task, principal and function as well as standard operational procedures.

2. The work performance of the district government officials Dimembe Kabupaten Minahasa Utara is strongly influenced by the effectiveness of award leaders. Therefore, rewards programs by leaders that have been done so far should be maintained if necessary in the future are improved so that the performance of government officials can improve.

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