

PUBLIC SERVICE MOTIVATION AND TRANSFORMATIONAL LEADERSHIP OF VILLAGE GOVERNMENT TO SUPPORT SUSTAINABLE TOURISM DESTINATIONS

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ABSTRACT

This study aims to reveal: 1) the influence of public service motivation on the realization of sustainable tourist destinations, 2) the influence of transformational leadership on the realization of sustainable tourist destinations, and 3) what is the role of transformational leadership in mediating the realization of sustainable tourist destinations. For this reason, research was conducted in the form of a survey and used structured questions to respondents. The results show that public motivation service does not positively affect sustainable village development. In contrast, public service motivation influences transformational leadership. And transformational leadership positively impacts sustainable villages. It means that transformational leadership could mediate public service motivation for sustainable villages. Accordingly, we recommended the village government official to understand better the concept of Bumdes along with the need for support, rules, or incentives for management to improve sustainable tourism Bumdes.

Keywords: *Bumdes, tourist destinations, village government, the village head*

I. INTRODUCTION

1.1. Background

Village's government is expected to be the foundation for macro development, although their performance is low compared to the city. The interventions carried out tend to be administrative problems (Risto et al., 2017). Pemerintah RI (2014) states that the village is a legal community unit with territorial boundaries has the authority to manage the village region and the interests to improve their citizens' quality of life. Furthermore, village administration consists of the Village Head, Village Secretary, Regional Executive, and Technical Executor.

The Indonesian government categorizes villages into underdeveloped and developed villages. Moreover, villages can be distinguished based on their performance as economic drivers, and hence villages provide services to transform financial resources. Furthermore, the village government provides services for various programs, both from higher government and those created by themselves. The motive for being important is one of the considerations for village progress. In this regard, motivation determines village government performance (Paarlberg & Lavigna, 2010). Public service motivation is the individual tendency for attention and prosocial behavior from a society driven by public organizations. Motives drive individual or organization efforts to do their task.

Based on a human resource perspective, leadership determined village performance. Hence M. Bass (1985) distinguishes two types of leadership: transformational and transactional leadership. (B. M. Bass & Riggio, 2006) explain that a transformed leader is a leader who can lift individuals from an unimportant focus and then come together to achieve things they never thought possible. Transformational leadership is a factor that affects public service motivation (Gennaro, 2018; Marques, 2020). Motivation and leadership are essential to sustaining ongoing programs, especially the Bumdes tourism service program.

As Bumdes (village-owned enterprises) developed as an economic instrument, many villages established tourism destinations. Hence, Kerinci, which has rural potencies, sets Bumdes too. Until 2021, there have been 20 Bumdes tourism. Bumdes performance is vital for tourism potencies if tourism Bumdes is developed too. The Bumdes is administratively responsible to the village governments where they expected to be a source of income. Such reciprocal relationships need public service motivation of villages officials. Accordingly, the research intends to reveal public service motivation and transformational leadership to support sustainable tourism development.

1.2. Purposes

- 1) Reveal the direct influence of public service motivation to support sustainable tourist destinations?
- 2) Reveal the transformational leadership influence the realization of sustainable tourist destinations?
- 3) Reveal the role of transformational leadership in mediating the realization of a sustainable tourist destination?

II. LITERATURE REVIEW

2.1. Transformational Leadership

Leadership is an individual process that influences the nature, role, and behavior carried out intentionally against other individuals to guide, compile, and facilitate organizational activities (Day & Antonakis, 2012). Leadership becomes an interesting issue because the organization puts its trust in it. (B. M. Bass & Riggio, 2006) distinguish between transformational and transactional leadership.

Antonakis et al. (2003) prescribed the dimensions of transformational leadership using the full-range leadership theory model, which consists of seven indicators. They are idealized influence or ideal influence, inspirational motivation or motivation that inspires intellectual stimulation or stimulates the intelligence of members, individualized consideration or individual consideration, and contingent reward.

2.2. Public Service Motivation

Mandla (2020) argued that the initial understanding of public service motivation mainly comes from Perry's view. He explained that this relates to the tendency of individuals to respond to the principal and unique things in public institutions and organizations. Public service motivation refers to the orientation of individuals to provide services to people to do good for others and society.

Public service is often used as a synonym for government service, including all people working in the public sector (Staats, 1988). Public service motivation is a variable that will be influenced by transformational leadership and organizational culture directly or indirectly through transformational leadership mediation. Although several authors have suggested alternative definitions of public service motivation, (James L. Perry et al., 2010) noticed the definitions support each other. They reveal different aspects of the same phenomenon. Public

service motivation is a particular form of helping or prosocial motivation driven by certain agreements and values from public institutions and desires.

This concept was initially initiated to identify the motivation of public service in the public sector employees and private sector employees, the idea is that public sector employees are more concerned with doing work that benefits society and helping others, while the private sector values extrinsic rewards more. However, public service motivation is for public service organizations and private-sector employees (Andersen et al., 2013). In essence, the basis of public service motivation theory opposes rational theory. Employees here act individually based on self-interest, logical, normative process and, the primary motivator for public sector employees is the interest that attracts them to serve the public.

Public service motivation is a core concept in public administration but has little appeal compared to other management disciplines. However, the main criticism is the lack of distinction between the ideas of helping and personal motivation, so that the idea of public servant motivation is helpful. (Bozeman & Su, 2015) argued that the public services motivation contributes significantly to public administration.

Understanding the antecedent of public service motivation is choosing employees with high and predictable public service motivation to realize the benefits (Christensen et al., 2017). The ancestors of public service motivation are personal characteristics, job characteristics, and employee perceptions of the organization. It will improve satisfaction, commitment, performance.

(Vandenabeele, 2011) found the antecedents of public servant motivation: beliefs, values, and attitudes. Furthermore, he includes the role of institutions in the social environment and causes for the development of public service motivation. J. L. Perry & Vandenabeele (2008) argued that identity is a core element in public service motivation, but it is not commonly discussed.

2.3. Sustainable Tourism

The role of the village government to support sustainable tourist destinations is essential for village officials to have greater authority to manage village funds. According to this village fund, they establish Bumdes (village-owned enterprises), where the manager is responsible to the village government. From the results of observations, Bumdes is in an early stage (emergence) which is feared that it will not be sustainable. World Bank Group (2017) divides the tourist concept of sustainability into three sides: 1) available regulations, 2) the natural environment (nature), and 3) the impact on the local community economy.

The three things above are related to each other. The village government plays a role in preparing rules and synchronizing them. In doing so, Bumdes can manage destinations on the one hand, but on the other hand, provide income for the residents. However, to follow global requirements, environmental sustainability is a must. (Higgins-Desbiolles, 2018) this case explains that the environmental sustainability of rural tourism destinations is a worldwide demand. Therefore global institutions must be able to provide incentives for it.

Sustainability in terms of regulations is essential because it supports certainty, the legal status of managers, and the management of tourist destinations themselves. Consequently, Bumdes and the village government implemented destinations management that can be carried out together.

III. METHODS

3.1. Survey

The research surveys, combining data collection using questionnaires and FGD and observation techniques to obtain richer information. The population is the destination of

people involved in destination management, Bumdes employees, village government officials, village observer groups engaged in destination management.

3.2. Data Processing

Data processing is carried out with several activities: editing, coding, and tabulating by entering data into a computer and a data repository (Zikmund et al., 1994).

3.3. Partial Least - Squares Structural Equation Modeling

Partial Least - Squares Structural Equation Modeling (PLS-SEM) analysis is used for path modeling analysis with a variance-based approach and multivariate analysis methods in various fields such as strategic management, international business, and human resource management (Becker et al., 2018). The mediation variable is perfect if the effect of the independent variable on the dependent, which was previously significant, becomes insignificant when the mediating variable is included and the partial mediation variable when it remains significant without or with the mediating variable.

IV. RESULT AND DISCUSSION

4.1. General Description

Bumdes as a village economic institution, must innovate and be accountable for its performance to the village government. Consequently, village governments should monitor Bumdes will be them. At the same time, the government provides village funds to the village government, which can be used to develop Bumdes and the infrastructure needed by the village government. Concerning Bumdes tourism, Johannes (2020) reports the following.

- 1) Generally, the rural destination potential and activities are based on the potential of natural wealth: mountains, lakes, rivers, which are then complemented by community-made destinations.
- 2) The private sector is also involved in preparing attractions, other facilities, and infrastructure that make the destination more attractive.
- 3) Bumdes have not prepared tour packages that connect one object to another.
- 4) Share income. Not all tourism actors have determined the share of income that must be shared between stakeholders.
- 5) Tour guide. Tour guides are also not well organized. When the guides get an income, it tends to be theirs without specifying which part of the organization is it, either for the village government or for other agencies, for example, for TNKS, which is responsible for the destination's sustainability.

5.2. Sample Description

As stated in the research design, the sample was selected purposively. They were selected from tourism Bumdes and the environment which were considered to be involved in managing the destination. The sample work mode is as a Bumdes manager (23.2%), with the education mode being Senior High School (SMA) or its equivalent. Furthermore, the results of statistical data management can be presented as follows.

5.3. Statistical Result

Following statistical management with the PLS program, the brief steps are presented. Based on the validity and reliability tests results, it is known that the distribution of the data is valid and reliable, and this can be presented in table 1.

Tabel 1. Loading Factor

Variabel	Indikator	Outer Loading	Keterangan
Public service motivation (X1)	X1.2	0.718	Valid
	X1.11	0.809	Valid
	X1.14	0.851	Valid
	X1.16	0.786	Valid
	X1.18	0.786	Valid
	X1.19	0.816	Valid
Transformational leadership (X2)	X2.1	0.784	Valid
	X2.2	0.866	Valid
	X2.3	0.800	Valid
	X2.4	0.797	Valid
	X2.8	0.822	Valid
	X2.11	0.735	Valid
	X2.14	0.701	Valid
	X2.16	0.755	Valid
	X2.18	0.84	Valid
	X2.20	0.794	Valid
Sustainable Rural Destination (Y)	Y1	0.825	Valid
	Y4	0.721	Valid
	Y5	0.858	Valid
	Y6	0.849	Valid
	Y7	0.849	Valid
	Y8	0.896	Valid
	Y9	0.835	Valid
	Y10	0.884	Valid
	Y11	0.904	Valid
	Y12	0.945	Valid

Source: Statistical Result Examination, 2021

The AVE value is shown after data processing using Smart PLS 3.0, and then the AVE results can be as in table 2.

Tabel 2. Nilai Average Variance Extracted (AVE).

Variabel	Average Variance Extracted (AVE)
Public Service Motivation (X1)	0,745
Transformational Leadership (X2)	0,633
Sustainable Rural Tourism (Y)	0,630

Source: Statistical Result Examination, 2021

Based on table 2, all variables show an AVE value greater than 0.50 and is declared feasible.

e) Model Structural

Structural Model Testing (Inner Model) is carried out after fulfilling the Measurement Model test (Outer Model). The inner model examining procedures is demonstrated by

discriminant effect (R-square), path coefficient examination, and t-statistic. The statistics are presented below.

1) Uji R-square

R-square analysis (R^2) or determination test aims to determine the influence of the independent variable on the dependent variable; it is shown in Tabel 3.

Table 3. The Value of R-square

Variable	Cronbach's Alpha
Tourist Village Sustainable (Y)	0.611
Leadership Transformational (X ²)	0.60

Source: Statistical Result Examination, 2021

2) Path Coefficient

Path coefficient test or path coefficient is used to see the direction of the relationship of the independent variable to the dependent variable. The direction of the relationship is shown by the value of an independent variable. The results of data management using SmartPLS 3.0 in this study can be seen in table 4.

**Table. 4
Path Coefficient value**

Independent Variable	Dependent Variable		
	Public Service Motivation (X1)	Leadership motivation (X2)	Sustainable rural destination (Y)
Public Service Motivation (X1)		0.755	0.159
Leadership motivation (X2)			0.652
Sustainable rural destination (Y)			

Source: Respondent data processing, October 2021

The results of 3 about the path coefficient of the independent variable on the dependent variable have a value above zero. This means that the relationship has a positive value to the variables studied. The positive direction of this relationship can be seen in Figure 1.

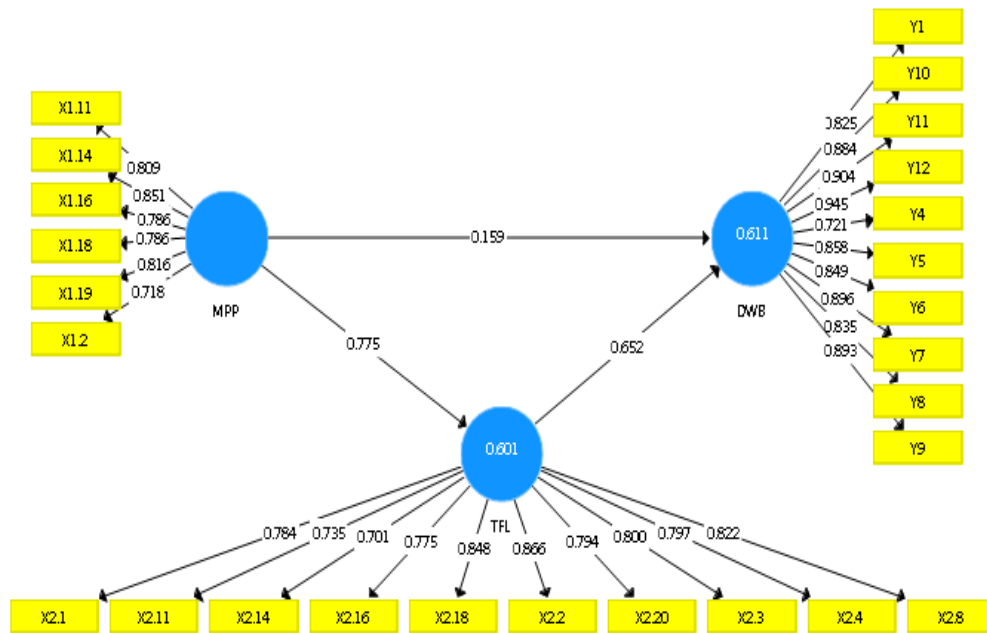


Figure 1. Sustainable Rural Destination Model, 2021

5.4. Hypothesis Examination

Before testing the hypothesis, first to display the SmartPLS 3.0 output from each research variable, the real influence value used in this study is 0.05 or 5%, which can be shown in table 4.

Table 4
Variable Significance Value

Variabel	Probability	Conclusion
Public Service Motivation (X1) -> Sustainable rural tourism (Y)	0.105	Not significance
Public Service Motivation (X1) -> Transformational Leadership (X2)	0.000	Highly significant
Transformational Leadership (X2) -> Sustainable rural tourism (Y)	0.000	Highly significant
Public Service Motivation (X1) -> Transformational Leadership (X2) -> Sustainable rural tourism (Y)	0.000	Highly significant

Source: Respondent data processing, October 2021

From the data processing results from this study, hypothesis 1, public service motivation effect on sustainable tourism villages, is rejected. Hypothesis 2; public service motivation significantly affects transformational leadership. Hypothesis 3; that the direct relationship of transformational leadership has a significant effect on sustainable tourism villages, the hypothesis is accepted. Hypothesis 4 public service motivation to sustainable tourism villages mediated by transformational leadership has a significant impact; the hypothesis is accepted.

5.5. Discussion

Destination sustainability is vital in rural development because the destination is in village governance's micro and macro environment task. Village and community governments are the

basis for developing rural tourist destinations. Therefore the better their role, the better foundation to establish the rural destination. Public service is related to the understanding of an organization or individual towards one organization's function. In this case, the village government prepares funds for the establishment of Bumdes; at the same time, their understanding of the Bumdes formed in their environment must be increased. In this case, the Bumdes in the tourism sector. Tourism activities may be well known, but the management of Bumdes is not necessarily understood so that it hinders their role in this public service. (Fitriana et al., 2018) reported the importance of accountability for Bumdes business establishment plan. This is supported by (Widiastuti et al., 2019), who said that the challenge is the implementation of their business.

V. CONCLUSION

The motivation of village government public services is expected to directly support the destination's sustainability. However, public service motivation mediated by transformational leadership has a significant effect. For this reason, the village government needs an understanding of the core business of tourist villages where they can play a more prominent role, mainly since this business is still categorized as a new growing business. In this case, the village government needs assistance on the tourism business funded from annual village funds.

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