

The Relationship between Regulatory Focus and Personality to Motivation Leading and Effectiveness of Service

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ABSTRACT

The performance of the village head in Banyumas Regency still needs to be optimized, it can be seen from the responsibility for the settlement of every village government obligation is still found to be not on time, which has the impact of funding in the village has not been met by the village government itself. The aim of this study was to analyze the relationship between regulatory focus and personality to lead motivation and work ethic. The research method used is explanatory research with a population of 152 village heads in 10 sub-districts in Banyumas Regency. The sample determination technique uses a census, so that the number of samples in this study as many as 152 people. Data analysis techniques use structural equation modeling partial least square (SEM-PLS). The results showed that there is a positive relationship between regulatory focus and personality that affects lead motivation and work ethic.

Keywords: Regulatory, Motivation, Leadership, Ethos.

• Introduction

The village head is the village organizer's leader based on policies set with the Village Consultative Agency (BPD), the village head is tasked with building the village and improving the welfare of the community and developing human resources, natural resources in the village. One example is that people are given training in the field of business development to improve living standards. The village head also serves to invite the community in the participation of cooperation in the village aims to direct the community to be more active in organizing and maintaining the cleanliness of

the village, in addition the village head also provides socialization and guidance direction to the community.

The government's attention is so great to the development and empowerment of villages, as evidenced by the issuance of various village-based policies. After previous government regulation No. 72 of 2006 which provides village fund allocation and 8 years later in 2014 with the enactment of Law No. 6, 2014, about the village. The implementation of Law No.6 of 2014 on Villages indicates the existence of village funds (DDS) for each village that is fantastic, thus making the government apparatus especially the Village Heads and Village Devices to better understand the meaning of the philosophy of this regulation. Policies that will prosper the community will also prosper all village government organizers who certainly contain demands for responsibility and performance accountability. It becomes very important that the village head in particular and village devices can increase knowledge, insight and awareness in an effort to improve the performance of the village government. Among others, reflected in the quality of financial management, especially village finances ranging from planning to account.

The phenomenon that occurred in the field based on initial observations that have been done by the author, it was found that the performance of village devices in Banyumas Regency still needs to be optimized it can be seen from the commitment of the village head who is still low seen from the responsibility for the settlement of every village government obligation is still found to be not on time, which has an impact on funding in the village has not been met by the village government. That's itself. This can be proven that the adjudications of disbursement of Village Fund Allocation or delivery of Village Revenue and Expenditure Budget in 2020 to the Banyumas District Community Empowerment Office for 301 villages in Banyumas Regency.

In every individual and organization has an orientation to get maximum results with minimal risk. In regulatory focus theory there is an approach motivation that emphasizes the goal, which is to get maximum results or avoid losses. Regulatory theory focuses on means or strategies to achieve goals (Florack and Scarabis, 2006). Regulatory focus, shows that in each individual there is a regulatory system consisting of individuals who have a focus on promotion and invention orientation. An individual who has a focus on promotional orientation, is a characteristic individual who dares to face risks, is happy with the progress that has a job, wants to get a lot of work done, is more pursuing achievements. As for an individual who has a focus on the orientation of invention, is an individual who has the characteristic of fear or avoidance of risk, his attitude is very careful, works very carefully, makes as few mistakes as possible (Cesario et al. 2004).

To be able to carry out its role effectively and efficiently, the village government needs to continue to be developed in accordance with the progress of the village community and the surrounding environment. In other words, social changes that occur in rural communities due to the development movement. The village head is a leader who is elected democratically and traditionally by citizens who is a representative of the extension of the community to be able to

organize, maintain and motivate its citizens in the development process in the village. So that the role of the village head's leadership is very influential on the back and forth and development or not a village development. Individuals who have a personality dimension of Conscientiousness tend to be more careful in taking an action, careful in decision making, have high discipline and can be trusted. Conscientiousness personality has positive characteristics including reliable, achievement-oriented, has good responsibility and perseverance. While the opposite nature of the personality dimension conscientiousness is individuals who tend to be less responsible, rash in decision making, less diligent, disorganized and less reliable. Based on the above description the author is interested in conducting research on: the relationship between regulatory focus and personality to lead motivation and work ethic. The problem formulations in this study are:

- Does regulatory focus affect on motivation?
- Does personality affect on motivation?
- Does regulatory focus affect on work ethic?
- Does personality affect on work ethic?

• Literature Review

Regulatory focus is described as a strategy used by individuals to regulate or regulate their behavior in achieving goals (Tumasjan and Braun, 2012). First developed by Higgins (1997, 1998) regulatory focus is described as a big difference in the process through whether a person has approached pleasure or avoids pain or loss. Regulatory focus theory (Higgins, 1997, 1998) compares two motivational principles: promotion all focus and prevention focus. Specifically Higgins (1997) states that a person has two basic self-regulation systems. First, it regulates the achievements of the award and focuses on the promotion goals. Both regulate the prevention of punishment or negative consequences and focus a person on prevention goals. Promotion goals describe the "ideal self" and include expectations, desires and aspirations, while prevention goals describe the "ought self" and include responsibilities, obligations and obligations. Each regulatory focus has different consequences for perception, decision making, emotions such as individual behavior and performance (Higgins, 1997).

Motivation to Lead is a construct of individual differences that can affect an individual's desire to take on a leadership role or training to become a leader (Chan and Drasgow, 2001). Chan and Drasgow (2001) identified that self-efficacy leadership is an effort to improve one's abilities through the Five Big Five characters who are able to make an impact on motivation to lead. The five main characters in motivation to lead include personality traits, values, self-efficacy of leadership, and previous leadership experience Chan and Drasgow (2001). Each factor has differences between one person and another. This is because there are differences in interaction with the environment so that each has a different motivation to lead. Positivity in leader identity can influence proactive efforts to gain leadership experience and gather leadership-relevant knowledge and skills, which in turn forms the motivation to lead more strongly as leader (Guillén, Mayo and Korotov, 2015; Karelaia and Guillén, 2014). In addition to improving leadership self-efficacy

through mastery of knowledge or skills, to strengthen one's identity as a leader equal to or even more important in sustainable development and continuity of motivation to lead. Motivation to lead consists of three components: (1) The Affective Identity of MtL, (2) social-normative MtL, and (3) Non-Calculative/Calculative MtL (Chan and Drasgow, 2001). In particular, mtl affective identity reflects a person's nature which is a tendency to lead others. Social-normative MtL refers to the tendency to lead due to moral obligations, duties and responsibilities. Non-Calculative is the availability of a person to lead and they are not aware of the costs and benefits of leading and the likely cost will outweigh the benefits (Felfe and Schyns, 2014). Because an individual's motivation to lead is largely determined by his or her personality, humility is related to identity-affective motivation to lead and social-normative motivation to lead. A person who is humble in leading, has responsibility and is able to generate strong social-normative motivation to lead (Ou, Waldman, and Peterson, 2015).

Personality is the way individuals react and interact with the individual. Personality is often described in terms of measurable traits shown by individuals. Early research on these various personality structures revolved around trying to identify and name permanent characteristics that explain an individual's behavior. From various human psychology literature, Allport's definition of the meaning of a personality is often used. Gordon W. Allport (in Robbins, 2003) argues that personality is a dynamic organization of psychological systems in individuals that determines their unique adjustment to their environment.

Barrick and Mount (1991) stated that conscientiousness was the most valid predictor of measuring subjects of any profession. Conscientiousness is characterized by a responsible, hardworking, and trustworthy nature (Goldberg, 1995). This responsible, hardworking, and trustworthy nature is necessary for every worker. Therefore, conscientiousness is relevant to all professions. Barrick and Mount (1991) also showed that conscientiousness is a variable that is important enough to predict work performance. Personality conscientiousness is associated with mental health and coping strategies. This personality indicates that the individual has a diligent, orderly and reliable character. Individuals with this personality have the determination to be able to be results-oriented (Bartley and Roesch, 2011). Personality conscientiousness has a positive influence mediated by certain coping strategies. In Bartley and Roesch (2011), conscientiousness is defined as a person's character's tendency to be organized, diligent, results-oriented, reliable, and determined. Individuals with high conscientiousness exhibit self-regulation, persistent Ness, and self-control. Several previous studies have proven that conscientiousness has a relationship with positive influences, mediated with certain coping strategies. Individuals who have personality conscientiousness are divided into two. Individuals with conscientiousness personalities are high and low. Individuals with high conscientiousness personality have regular character, work hard, work according to plan and are reliable. The individual is also meticulous, detailed and diligent. While individuals with low conscientiousness personality tend to be lazy, careless, disorganized. Such individuals are also unreliable (Purnomo and Lestari, 2010). The main reason the author only uses personality variable conscientiousness is because this personality leads to diligent, careful, and responsible nature (Goldberg, 1995), it is very important for a village chief.

Work ethic is an attitude that arises on its own will and awareness based on a system of orientation of cultural values towards work or ethos that shows attitudes, personalities, characters, characters, and beliefs in something. According to Sinamo (2014: 56) to find out whether the work ethic of employees in a company is in high or low condition can be seen from the following dimensions and indicators:

- Smart work
 - .a Working smart full of creativity
 - .b Work diligently full of excellence
- Hard work
 - .a Working hard vigorously
 - .b Work responsibly right
 - .c Work full of integrity
- Sincere work
 - .a Sincere work full of gratitude
 - .b Work seriously full of love
 - .c Working complete humility

The results of a study by Neubert et al(2008) found that the focus of regulation on leadership as a critical influence on employees and their behavior influences their employees to contribute positively to the organization and to avoid negative behavior. The hypothesis of this study is:

H1 = regulatory focus effect on motivation

H2 = personality effect on motivation

H3 = regulatory focus effect on work ethic

H4 = personality effect on work ethic

17 Research Methodology

The study used quantitative research methods with correlational approaches to analyze the relationship between regulatory focus and personality to lead motivation and work ethic. The population of 152 village heads in 10 sub-districts in Banyumas Regency. The sample determination technique uses a census, so that the number of samples in this study as many as 152 people. Data analysis techniques use structural equation modeling partial least square.

The regulatory focus variable uses 2 indicators, namely focusing on promotion goals and focusing on prevention of penalties. Personality variables use 5 indicators: locus of control, machiavellianism, self-monitoring, self-monitoring and risk-taking. The motivation variable consists of 5 indicators,

namely personality, values, self-efficacy, leadership, and previous leadership experience. Furthermore, variable work ethic uses 3 indicators, namely smart work, hard work and sincere work.

6 Results

1 Convergent validity

Convergent validity assessment based on the correlation between the estimated item score / component score with Software PLS. The reflexive measure of an individual is said to be high if it correlates more than 0.70 with the construct measured. However, for early stage research, the development of the loading value measurement scale of 0.5 to 0.6 is considered sufficient. In this study will be used the loading factor limit of 0.60.

Table 1. *Outer Loadings (Measurement Model)*

Variable	Indicator	Loading factor
Regulatory	X1.1	0.93
	X2.2	0.93
Personality	X2.1	0,84
	X2.2	0,89
	X2.3	0.82
	X2.4	0,75
	X2.5	0.85
Motivation	Y1.1	0.94
	Y1.2	0.96
	Y1.3	0.96
	Y1.4	0.94
	Y1.5	0.78
Work Ethic	Y2.1	0.66
	Y2.2	0.71
	Y2.3	0.66

Source: Data processing with SmartPLS, 2021

The results of processing using SmartPLS can be seen in table 1 The value of the outer model or the correlation between the construct and the variable has met convergen validity because it has a loading factor value > 0.60 , the conclusion of the construct for all variables can be used to test the hypothesis.

2 Discriminant Validity

A model's discriminant validity is considered good if each indicator's loading value of a latent variable has the greatest loading value with another loading value against another latent variable. The results of discriminant validity testing are obtained as follows:

Table 2. Value Discriminant Validity (Cross Loading)

Konstruk	Regulatory	Personality	Motivation	Work Ethic
X1.1	0.84	0.06	0.30	0.55
X1.2	0.89	0.37	0.51	0.58
X2.1	0.16	0.94	0.56	0.63
X2.2	0.22	0.96	0.58	0.59
X2.3	0.26	0.96	0.58	0.59
X2.4	0.37	0.94	0.53	0.62
X2.5	0,33	0,92	0.53	0.62
Y1.1	0.32	0.61	0.78	0.41
Y1.2	0.56	0.40	0.83	0.65
Y1.3	0.12	0.41	0.66	0.41
Y1.4	0.35	0.40	0.71	0.50
Y1.5	0.39	0.25	0.65	0.50
Y1.6	0.26	0.43	0.66	0.58
Y2.1	0.56	0.65	0.68	0.93
Y2.2	0.59	0.53	0.65	0.93

Source: Data processing with SmartPLS, 2021

Based on table 2, the loading factor value for indicators of latent variables has a greater loading factor value than the loading value of other latent variables. That is, latent variables have good discriminant validity.

3 Evaluating Reliability and Average Variance Extracted (AVE)

The criteria for validity and reliability can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. Constructs are said to have high reliability if the value is 0.70 and the AVE is above 0.50. In table 3, Composite Reliability and AVE values are presented for all variables.

Table 3. Composite Reliability and Average Variance Extracted

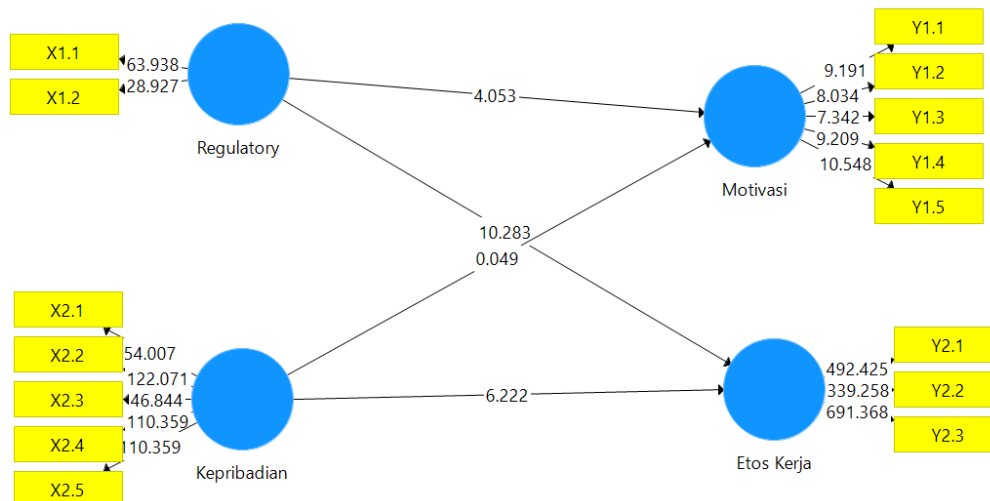
Variabel	Composite Reliability	Average Variance Extracted
Regulatory	0.92	0.69
Personality	0.97	0.90
Motivation	0.86	0.52
Work Ethic	0.93	0.86

Source: Data processing with SmartPLS, 2021

Based on table 3 it can be concluded that all constructs meet the reliable criteria, this is indicated by the values of composite reliability > 0.70 and AVE > 0.50 as recommended.

4 Structural Model Testing (Inner Model)

The structural or inner model is evaluated by looking at the percentage of variants described, i.e. by looking at R² for dependent latent constructs using Stone-Geisser Q Square test measures and also looking at the coefficients of their structural pathways. Stability estimation tested with t-statistics through bootstrapping procedure.



The basis of hypothesis testing in this study is the value contained in the output result for inner weight. The results of the estimated output for structural model testing can be seen in the following table:

Table 4. Result For Inner Weights

Konstruk	Original Sample	Sample Mean	Standard error	T Statistics	p-Value
Regulatory --> Motivasi	0.352	0.348	0.069	5.106	0.000

Regulatory --> Work Ethic	0.357	0.351	0.078	4.569	0.000
Personality --> Motivation	0.489	0.494	0.070	7.005	0.000
Personality --> Work Ethic	0.336	0.329	0.061	5.540	0.000
Motivation --> Work Ethic	0.352	0.365	0.078	4.542	0.000
X1.1 <--Regulatory	0.842	0.834	0.048	17.456	0.000
X1.2 <-- Regulatory	0.891	0.892	0.021	42.300	0.000
X2.1 <--Personality	0.935	0.935	0.011	82.804	0.000
X2.2 <-- Personality	0.960	0.960	0.006	170.812	0.000
X2.3 <-- Personality	0.958	0.958	0.007	133.593	0.000
X2.4 <-- Personality	0.944	0.943	0.012	81.266	0.000
X2.5 <-- Personality	0.934	0.933	0.017	55.932	0.000
Y1.1 <--Motivation	0.783	0.780	0.040	19.488	0.000
Y1.2 <-- Motivation	0.826	0.822	0.033	25.279	0.000
Y1.3 <-- Motivation	0.662	0.667	0.078	8.543	0.000
Y1.4 <-- Motivation	0.713	0.711	0.047	15.102	0.000
Y1.5 <-- Motivation	0.647	0.640	0.063	10.263	0.000
Y2.1 <--Work Ethic	0.658	0.656	0.065	10.102	0.000
Y2.2 <-- Work Ethic	0.934	0.933	0.017	55.932	0.000
Y2.3 <-- Work Ethic	0.926	0.923	0.023	39.859	0.000

Source: Data processing with SmartPLS, 2021

5 Discussion

The results showed that there is a positive relationship between regulatory focus and personality that affects lead motivation and work ethic. Regulatory focus, shows that in each individual there is a regulatory system consisting of individuals who have a focus on promotion and invention orientation. An individual who has a focus on promotional orientation, is a characteristic individual who dares to face risks, is happy with the progress of having a job, wants to get a lot of work done, is more pursuing achievements. So that the role of the village head's leadership is very influential on the back and forth and development or not a village development. Individuals who have a personality dimension. Personality Conscientiousness has positive characteristics including reliable, achievement-oriented, has good responsibility and perseverance. Whereas the opposite nature of the Personality Conscientiousness dimension is individuals who tend to be less responsible, rash in decision-making, less diligent, disorganized and less reliable.

Early research on the various personality structures revolved around identifying them. Personality conscientiousness has a positive influence mediated by certain coping strategies. Several previous studies, Bartley and Roesch (2011), Purnomo and Lestari (2010) and Goldberg (1995), have proven that conscientiousness has a relationship with positive influences, mediated by certain coping strategies. Individuals who have personality conscientiousness are divided into two. Individuals with personality conscientiousness are high and low. Individuals with high personality conscientiousness have regular character, work hard, work according to plan and are reliable.

Motivation to Lead is a construct of individual differences that can affect an individual's desire to take on a leadership role or training to become a leader (Chan and Drasgow, 2001). Because an individual's motivation to lead is largely determined by his personality, humility is related to identity-affective motivation to lead and social-normative motivation to lead. A person who is humble in leading, has responsibility and is able to produce a strong social-normativeness to lead (Ou, Waldman, and Peterson, 2015).

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6 Conclusion

The results showed that there is a positive relationship between regulatory focus and personality that affects lead motivation and work ethic. Regulatory focus has a positive influence on work motivation and work ethic. Personality from employees has a positive influence on motivation and work ethic. Then employee motivation also has a positive effect on work ethic.

Implication

For personality in Banyumas regency, the author suggested increasing cooperation between village devices, as well as increasing responsibility for the work provided by the government, village devices should be required again to maintain calm in the face of everything that happens in the work. In the Work Ethic village device the author suggests to increase the alert attitude of employee willingness when undergoing his work and must focus more on the work that has been given by the leadership.

Limitations

- The variables used in the study are limited to regulatory focus, personality and motivation due to the limitations of the researcher's abilities. While there are many other variables that affect the work ethic of employees such as satisfaction, discipline, commitment, etc.
- Work ethic measurement based on questionnaires only is not accompanied by real work measurement

- This study questionnaire results only reveal facts that occur at the research site with a limited number of respondents, so that the conclusions obtained are only limited to the subjects studied.

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