



Analysis of Job Performance from the Perspective of Volunteers for Tourist Village Development

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Abstract. The main problem with social programs such as tourist village development is that the individuals involved have the option of making the program their main job or just a side activity. Therefore, there is a strong indication of less participation and performance of the tourist village managers. This study aims to analyze the performance of tourist village development actors in the Bojonegoro Regency based on self-efficacy, personal networking, and public service motivation. The research sample was 225 personnel for developing tourist villages in the Bojonegoro Regency, where the data were taken through a questionnaire. Multiple regression analysis was used for data analysis. The statistical analysis results found that self-efficacy and public service motivation had a significant positive effect on performance. In contrast, personal networking did not affect the job performance of the volunteers for tourist village development. From a theoretical perspective, the results of this study imply that self-efficacy and personal networking have an important role in improving the performance of organizational members while the practical implication is that to improve the welfare of the community, non-profit organizations need to consider how to increase self-confidence and motivation to serve the community so that volunteers can complete well various tasks.

Keywords: self-efficacy · personal networking · public service motivation · job performance · volunteers of tourist village development

1 Introduction

The development of tourist villages is part of the essential pillars of tourism development and the creative economy going forward. The Indonesian Ministry of Tourism and Creative Economy aims to certify 244 tourist communities by 2024, in accordance with the National Tourism Mid-Term Development Plan for 2020–2024. The tourist village program is a breakthrough for new economic development for villages in Indonesia so that local village communities can optimize the local tourism potential.

According to the number of tourist villages, Java - Bali holds the top spot with 857 villages, followed by the island of Sumatra with 355 villages, Nusa Tenggara with 189 villages, and Kalimantan with 117 villages. Additionally, Papua had 74 tourist communities, Maluku had up to 23 villages, and Sulawesi Island had 119 tourist villages.

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However, of the 1,734 tourist villages, only 244 tourist villages are the focus of the government to be developed through coordination under the Ministry of Tourism and Creative Economy. The prioritization of the 244 tourist villages is based on the potential, uniqueness, and readiness of the tourist village program management.

The main problem in developing tourist villages is that, for some regions, it takes work to integrate the perception of tourism into the existing local wisdom. This limited vision and perception is the basis for the low interest and awareness of the community regarding the development of tourism, as well as the problem of local Human Resources as the Indonesian tourist villages' development.

Performance is the outcome of a sequence of process operations designed to meet particular organizational objectives. In social activities such as empowerment and village development programs, individual performance measurement becomes more complex because the majority of the personnel involved are only part-time, so further analysis of the performance of the individuals involved in the program is required.

Self-efficacy can be a significant factor influencing the work performance of individuals involved in the development of tourist villages, where self-efficacy is the belief that one can perform effectively in particular circumstances [1]. Self-efficacy can be a person's primary driver to actively participate in empowerment activities such as the development of tourist villages.

Public service motivation is also a critical factor driving a person's performance, especially in non-profit organizations [2]. In the empowerment sector, the main goal of individual involvement is the encouragement to help others and serve the community, such as through the development of tourist villages to help residents.

The business network is an additional barrier to the growth of the tourist village development program. Weak or suboptimal business networks that support these activities hinder access to market knowledge and the requirement for appropriate tourist village development initiatives to reach customers [3]. The persons in the members' network may serve as the key resource for promoting the growth of tourist villages.

Based on this background, this research aims to examine the effect of self-efficacy, public service motivation, and personal networking on the performance of tourist village development volunteers.

This research will produce theoretical and practical contributions as a result of the completion of its research aims. This study provides a theoretical addition by demonstrating the effect of self-efficacy, personal networking, and public service motivation on the performance of organizational members from the perspective of tourist village management. In terms of practical contributions, this research provides insight into improving the performance of tourist village management members and ultimately increasing community empowerment.

2 Literature Review

A. *Job Performance*

Performance can be perceived differently by HRM experts. Job performance is crucial in work and organizational psychology [4]. Campbell et al. (1993) suggest that

performance is not the result of work or a consequence of behavior but that behavior is called performance. Job performance determines the difference between performance, effectiveness, and productivity. Performance is the action taken by individuals, effectiveness is the evaluation of work results, and productivity is the ratio of cost-effectiveness in achieving the level of work effectiveness [5].

Job performance is determined by how well a person does the tasks given to him based on his abilities, experience, sincerity, and availability. The output of a process, the execution of activities, and the quality produced by a person can be used to quantify performance [6].

B. *Self-efficacy*

Self-efficacy is one of the characteristics that can affect a person's job performance and refers to an individual's assessment of their ability to perform well in specific conditions [1]. Furthermore, self-efficacy is self-assessment, whether one can take action as required and is a trait that can be trained and developed [7].

Self-efficacy contributed significantly to the regulatory process via personal motivation and predicted work accomplishment. It also influences the amount of effort expended and the time required to complete a task [8]. The belief is that individuals with high self-efficacy can overcome hurdles by exerting their greatest effort while in contrast, people with low self-efficacy seek to limit their efforts or avoid existing difficulties.

Self-efficacy is the conviction that one is capable of completing tasks [9]. Because they have strong drives, distinct goals, stable emotions, and the capacity to do tasks to the best of their abilities, people with high self-efficacy will perform better [10].

C. *Personal Networking*

Another factor that affects individual performance, especially in social programs, is personal networking. In the business world, networking can be interpreted as establishing relationships with many people without looking at current and future benefits. Personal networking comes from relationships between individuals formed over a long time to create trust and harmony which ultimately and subsequently lead to the active participation of individuals in social activities [11].

An analysis of the literature on networking demonstrates that personal networks might include outside and within-organization ties. In addition, personal networking gives information regarding the opportunities and resources accessible to organizational decision-makers and assesses the likelihood of success for various decision alternatives [12]. Even Gibson et al. (2014) stated that personal networking is essential for all organization members to attain organizational objectives [13].

The network building owned by the personnel in the organization has facilitated the acquisition of financial and strategic resources [14]. In addition, these diverse networks provide up-to-date information on technology, market intelligence, and competition, which is extremely beneficial for the organization's decision-making and various strategic policies [15].

Recent studies have investigated at the empirical impact of networking personnel on the performance of organizational members [16]. The results obtained show that the

extent of networking has a positive effect on an employee's work performance [17], while one's networking is related to the number of views that provide the best solution to a job [6, 18].

D. *Public service motivation*

Public service motivation (PSM) is also essential to individual performance, especially in non-profit organizations. Public service motivation is a person's tendency to respond to unique motivations that are usually found in public institutions and are usually related to psychological needs [19]. Unlike people who work in the private sector, people who work in the public one focus on the rewards and benefits of their jobs that come from serving society and the public interest.

Public service motivation is the tendency of an individual to respond to motives that are unique and usually found in public institutions referring to psychological needs [19]. Compared to employees in the private sector, employees in the public one emphasize intrinsic rewards and job benefits when serving society and the public interest [20].

In the non-formal sector, the organization's members ought to prioritize community service, assisting others, serving the public interest, and doing work that benefits the community [21]. Public service motivation is seen as fulfilling the call to serve the community and not just getting work done.

For a variety of reasons, including self-interest, ethical considerations, and emotional outbursts, individuals with high levels of PSM will be drawn to public service positions [22]. In addition, they assume that PSM is closely related to a community servant's work tendencies, work performance, and job choices, as in the Tourism Village management program.

E. *Conceptual Framework and Hypotheses*

The conceptual model that will be developed for this study is depicted in Fig. 1 and is based on previous research and the literature review. The following hypotheses have been developed from the conceptual model:

- H₁ : Self-efficacy has an influence on the Job Performance of tourist village volunteers.
- H₂ : Personal networking has an influence on the Job Performance of tourist village volunteers.
- H₃ : Public service motivation has an influence on the Job Performance of tourist village volunteers

3 Methods

A. *Samples*

The study's sample is made of volunteers from 36 tourist villages in Bojonegoro Regency. 250 self-assessment questionnaires have been distributed, and 225 of these can

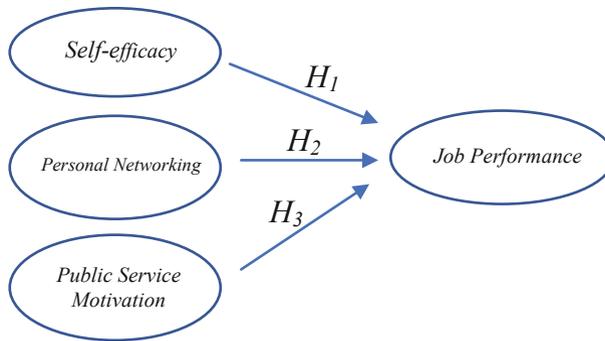


Fig. 1. Research Conceptual Framework.

be used for further investigation (response rate: 90%). Around 84.9% of the respondents were male; 56.4% were aged between 20 and 30; 59.6% had a senior high school educational background; and around 46.2% had been involved as a tourist village development volunteer for less than three years. Table 1 summarizes the respondents' profiles.

B. Measures

The questionnaires distributed had two sections. The respondents' demographic information was gathered in the first section while the study's variables were measured in the second. The perception statements were scored on a Likert scale with a five-point range from strongly disagree (1) to strongly agree (5). *Self-efficacy* was assessed with the five indicator items based on (Bandura et al., 1999) [7]. Personal networking is measured by 4 statement items referring to (Coleman, 1988) [18], Public service motivation is measured by 3 statement indicators based on studies from (Perry and Wise, 1990) [17], while job performance is measured by statement items referring to (Boxall & Macky, 2009) [19].

C. Data Analysis

Multiple regression techniques were used to analyze the data since this study aimed to determine how self-efficacy, personal networking, and public service motivation influenced the job performance of volunteers in tourist villages. In this study, job performance was regarded as the dependent variable, with self-efficacy, interpersonal networking, and public service motivation as the independent variables. This study set alpha to 5% to test the hypotheses.

Table 1. Demographic of Respondents

	Frequency	Percentage
Gender		
Male	191	84.9%
Female	34	15.1%
Age		
20–30	127	56.4%
31–40	74	32.9%
>40	24	10.7%
Education Background		
Junior School	44	19.6%
Senior High School	134	59.6%
Diploma/Bachelor	47	20.9%
Period involved in Tourist Village Development		
Less than 3 Years	104	46.2%
4–7 Years	92	40.9%
7–10 Years	23	10.2%
More Than 10 Years	6	2.7%

4 Result

A. Multiple Regression Analysis

Data analysis with multiple linear regression techniques was carried out to test the research hypotheses that had been compiled. The output of the multiple analysis is presented in Table 2.

The trustworthiness of the multiple regression equation is required to test the hypotheses. To examine the robustness of the equation, this study focused on the R^2 score. With an R^2 value of 0.455, the three independent variables in the equation could explain 45.5% of the variances in job performance.

B. Hypothesis Testing

Based on the hypothesis testing in Table 2, it was first hypothesized that self-efficacy influences the job performance of tourist village volunteers. Regression analysis revealed a positive influence of self-efficacy on job performance ($\beta = 0.216$, $p < 0.05$). Thus, Hypothesis 1 is supported. The multiple regression analysis also revealed a substantial relationship between public service motivation and Job Performance ($\beta = 0.028$, $p < 0.05$). Hypothesis 3 was therefore supported.

Table 2. Multiple Regression Analysis Results

Variables	Coefficient	P-Value
Constant	0.570	
Self-efficacy	0.216	0.000
Personal networking	-0.113	0.232
Public service motivation	0.028	0.000
R ²	0.455	

Dependent Variable: Job Performance, Level of Significance: 5%

While both self-efficacy and public service motivation were found to have a significant beneficial effect on job performance, this study indicated that Personal Networking had no significant influence on job performance ($\beta = -0.113$, $p > 0.05$). This result rejects Hypothesis 2.

5 Discussion and Implication

This study offers several important implications for the theory based on the above results. First, this study provides insight into the importance of motivation and self-efficacy of organizational members to achieve good work performance and organizational goals. In the realm of community empowerment organizations, it is found that Self-efficacy has an important role in improving the performance of the personnel involved in developing tourist villages. This finding is in line with the results of research from Chan (2020), Peterson (2020), and Song & Thompson (2018). The findings imply that higher self-efficacy or individual self-confidence increases problem-solving performance [6, 17, 18].

The results of the data analysis also found that public service motivation improved job performance. These results support the findings of a number of previous studies [2, 20, 23]. In the non-formal organizational sector, such as the manager of the Tourist Village, the public service motivation of the members has an important role in providing the best performance in serving and improving the welfare of the community at the Tourist Village location.

While the results of the data analysis also found that personal networking had no effect on job performance, this was in line with prior results that the extent of networking had no effect on employee work performance [24, 25]. One of the reasons why personal networking has no effect on performance is that in the context of developing a tourist village, the implementation of tasks as a volunteer for developing a tourist village has become an arena for expanding the network owned by the members.

From the results of the analysis of research data, there are also practical implications that when the organization has the goal of improving the welfare of the community, the organization needs to consider how to increase self-confidence and motivation to serve the community members to carry out various tasks such as in the development of Tourist Villages.

6 Limitations and Future Study

Although this research has made theoretical and practical contributions, the author is aware of the limitations of this study. These limitations include several things, such as the model and the number of research respondents. The conceptual limitation of this research lies in testing the model, which is still simple. Although this study has limitations, it is hoped that in the next research, the use of models and the number of research respondents can be developed better so that the resulting research is more efficient.

7 Conclusion

The final conclusion from the research is that self-efficacy and public service motivation have a significant positive effect on the performance of the tourist village development volunteers. This means that member performance can be improved by increasing the self-efficacy and public service motivation of all members involved. Additionally, it was determined that personal networking had no effect on job performance, where members who still lacked networking were proven to be able to provide the best performance in the Tourism Village management program.

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