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**Effect of Integrity, Trust on the Effectiveness of the Work of Village Fund  
Administrators Intervening by Study Commitments to Village Apparatuses in  
Southeast Minahasa Regency**

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**ABSTRACT**

The objective of this research is to analyze and determine the effect of integrity, trust on the effectiveness of the work of village fund organizers which is intervening by commitment, studies to the village apparatus in Southeast Minahasa Regency. The methodology used in this research is a quantitative approach with a descriptive survey method. The number of research respondents is 250 village fund management apparatus spread over 12 sub districts in Southeast Minahasa Regency, North Sulawesi Province. The research result showed that 1) Integrity directly, positively and significantly affects the work effectiveness of village fund administrators; 2) Trust affects directly, positively and significantly to the effectiveness of the performance of village fund providers in Southeast Minahasa Regency; 3) Commitment Trust affects directly, positively and significantly to the work effectiveness of village fund administrators in Southeast Minahasa Regency. This means that the better the commitment of village fund administrators, the more effective their work will be; 4) Integrity affects directly, positively and significantly to the commitment of village fund administrators in the Minahasa Regency; 5) Trust affects directly, positively and significantly to the commitment of village fund administrators in Southeast Minahasa Regency; 6) There is an effect of integrity on the effectiveness of the work of village fund administrators in Southeast Minahasa Regency.

through commitment; 7) There an effect of trust on the effectiveness of the work of village fund administrators in SoutheastMinahasa Regency through commitment.

Keywords: Integrity, Trust, Work Effectiveness, Commitment

## INTRODUCTION

The change in the paradigm of government administration from a centralized system to a decentralized system resulted in the opening of space for villages to manage their own households with their own characteristics. The existence of a formal juridical village is recognized in Law Number 32 of 2004 concerning Regional Government in article 1 paragraph 12 states that: Village or what is referred to by another name, hereinafter referred to as village is a legal community unit which has territorial boundaries which are authorized to regulate and manage the interests of the local community, based on local origins and customs that are recognized and respected in the Government system of the Republic of Indonesia.

In implementing the implementation of village fund allocations in the Minahasa District, there are various forms of constraints that ultimately make the administration of village funds ineffective such as; 1) From the regulatory side there is a tendency of conflicting placement of posts / shopping accounts contained in Permendagri and Permendes. For examples, in the Permendagri sports facilities building placed in the field of development while in the Permendes listed in the empowerment field. 2). The tendency of limited human resources in the management of the financial system in the village so that it becomes an obstacle in presenting reports and potentially exploited by certain parties including village assistants. 3). Compliance in budget preparation tends not to be based on the RKPDes and RPJMDes. 4). Funding and expenditure management tends to still be held and controlled by the Village Head / Hukum Tua, for example the memorandum of expenditure is not held by the treasurer to be immediately inputted through the system, as a result the administration is inputted based on the

RAB value and not the Real Shopping Value. 5). Withholding tax is not immediately deposited and inputted in (SisKeuDes) The observations showed that the effectiveness of the implementation of the village fund program is also closely related to work environment factors, work discipline, decision-making ability, job satisfaction, work climate and organizational culture that develop within it. However, all these matters should be controlled by the organizer<sup>20</sup> of the village fund manager both the village head as the Holder of the Village Finance Manager (PPKD) and the village Secretary as the coordinator, the<sup>23</sup> Head of Financial affairs as treasurer and other Head of affairs and the section head as the executor of activities and budget (PKA). The ability to regulate, empower and optimize all available resources is a challenge for every village head, especially in Southeast Minahasa Regency, North Sulawesi Province.<sup>1</sup> Based on the facts above, the researcher is interested in conducting research on: "the effect of integrity, trust on the effectiveness of the work of village fund organizers which is intervening by commitment, a study of the Village apparatus in Southeast Minahasa Regency".

## **THEORITICAL REVIEW**

### **Effectiveness**

Work effectiveness is defined as the achievement of a target that has been set correctly in accordance with the pattern determined by an indication of the level of success of the work resting on the achievement of goals, initiative in work, responsiveness and deft to all orders given by the leader (Handayani Tias, 2006: 26) . While Gibson (in Haris, 2015) argues that effectiveness is the context of organizational behavior which is the relationship between production, quality, flexibility, satisfaction, the nature of excellence and development. According to Siagian (2002: 109) effectiveness is the completion of work on time that has been set.

## **Integrity**

Sunarto (2003) in <sup>16</sup> Sukriah, et al (2009) stated that integrity can accept unintentional mistakes and honest differences of opinion, but cannot accept fraudulent principles. According to Trianosky (2018: 12) integrity can be divided into several parts, namely: (i) integrity as a self-integration; (ii) maintaining integrity as an <sup>14</sup> identity; (iii) integrity as standing for something; (iv) Integrity as a moral goal; and (v) integrity as a virtue. This statement is an important concern for experts to explore the <sup>15</sup> concept of integrity: the relationship between types of integrity, integrity and moral theory, integrity and socio-political conditions.

## **Trust**

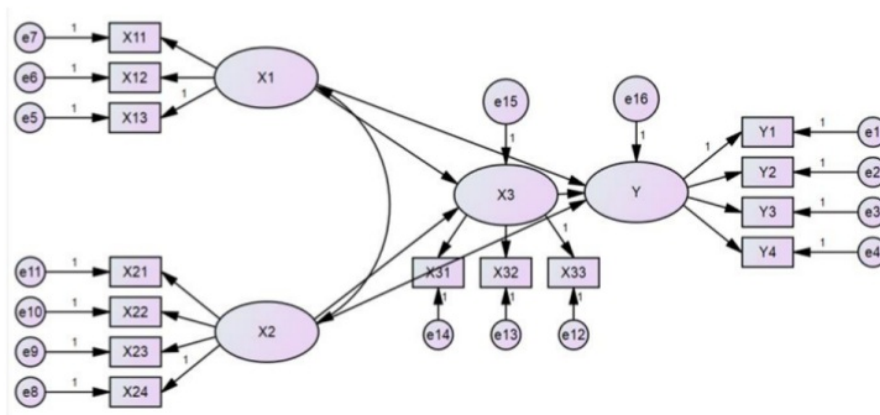
According to Tan (2002: 59) <sup>3</sup> "Trust in one of the most cherished values in relationships and yet, it is perhaps the least understood concept in the workplace. Trust is a sense of belief that a person has in others. This belief is based on integrity, reliability and caring." Stephen P. Robbins (2006: 339) argues that trust has five dimensions, namely: (1) Integrity, showing honesty and actual conditions. This dimension is most critical when someone evaluates the trust of others. (2) Competence, including knowledge, technical skills and interpersonal relationships of individuals. (3) Consistency, connecting the reliability, predictability and good decision of individuals in controlling the situation. (4) Loyalty is the desire to guard and save face for others. (5) Openness is the basis of trust by relying on the honesty of others.

## **Commitment**

In the opinion of Cooper and Kinicki (2004: 698), Commitment means something that reflects the breadth of individuals involved in whatever task they do. Maxwell (2000: 18) argues that commitment can also be defined as never looking away from its stated goals. Cooper and Sawaf (2000: 273) define commitment as the ability to translate expectations or theories into meaningful actions and abstract ideas into practical results.

## RESEARCH METHODOLOGY

**1** This research uses a quantitative approach with a descriptive survey method. The populations in this research were all village fund management apparatus in the Southeast Minahasa Regency of North Sulawesi Province. The research respondents numbered 250 village fund management apparatus spread over 12 sub districts in Southeast Minahasa Regency. The research model is as shown below.



Picture. Research Conceptual Model

## RESEARCH RESULTS AND DISCUSSION

### Analysis Results

#### *Structural model: testing hypotheses*

The structural model contains path analysis which is the basis for proving hypotheses that have been prepared previously.

Table  
Regression coefficient

	Estimate
X3 <--- X1	.397
X3 <--- X2	.678
Y <--- X3	.235
Y <--- X1	.333
Y <--- X2	.502

For the regression coefficient:

- a. Integrity (X1) has a regression coefficient of 0.333 on the performance of village fund administrators (Y), meaning that the higher or better the integrity the higher or better the performance of village fund providers and vice versa.
- b. Trust (X2) has a regression coefficient of 0.502 on the performance of village fund administrators (Y), meaning that the highest or better the trust, the higher or better the performance of village fund providers and vice versa.
- c. Commitment (X3) has a regression coefficient of 0.235 on the performance of village fund organizers (Y), meaning that the highest or better the commitment, the higher or better the performance of village fund organizers (Y) and vice versa.

- d. Integrity (X1) has a regression coefficient of 0.397 for commitment (X3), meaning that the higher or better the integrity (X1), the higher or better the commitment (X3) and vice versa.
- e. Trust (X2) has a regression coefficient of 0.678 for commitment (X3), meaning that the higher or better the trust, the higher or better the commitment (X3) and vice versa.

Table  
12  
Structural Model or path analysis (hypothesis testing)

			Estimate	S.E.	C.R.	P
X3	<---	X1	.397	.082	4.840	***
X3	<---	X2	.678	.089	7.629	***
Y	<---	X3	.235	.071	3.299	***
Y	<---	X1	.333	.067	5.006	***
Y	<---	X2	.502	.096	5.227	***

Source: Processed Data

For hypothesis testing:

Hypothesis 1. Integrity (X1) has a direct and positive effect on the performance of village fund administrators (Y), as proven by a probability level below 5% (0,000) and a positive direction.

Hypothesis 2. Trust (X2) has a direct and positive effect on the performance of village fund administrators (Y), proven by a probability level under 5% (0,000) and a positive direction

Hypothesis 3. Commitment (X3) has a direct and positive effect on the performance of village fund organizers (Y). proven by a probability level under 5% (0,000) and a positive direction

Hypothesis 4. Integrity (X1) has a direct and positive effect on commitment (X3), proven by a probability level under 5% (0.00) and a positive direction



Hypothesis 5. Trust (X2) has a direct and positive effect on commitment (X3) as it has a probability level below 5% (0.00) and a positive direction.

Hypothesis 6. Integrity has an indirect and positive effect on the performance of village fund providers through commitment.

Hypothesis 7. Employee trust has an indirect and positive effect on the performance of village fund providers through commitment.

Table  
Test of Significance

			C.R. (T count)	T table (5%)	information
X3	<---	X1	4.840	2.576	significant
X3	<---	X2	7.629	2.576	significant
Y	<---	X3	3.299	2.576	significant
Y	<---	X1	5.006	2.576	significant
Y	<---	X2	5.227	2.576	significant
Y	X3	X1	2.685	2.576	significant
Y	X3	X2	3.008	2.576	significant

Source: Processed data

Data in Table 4.20 is the test the significance of the influence between variables. The explanation is following:

1. Integrity (X1) has a significant effect on the performance of village fund organizers (Y), as proven by T arithmetic (X1) = 5,006 greater than Table.

2. Trust (X2) <sup>1</sup> has a significant effect on the performance of village fund organizers (Y), as proven by T arithmetic (X2) = 5,227 greater than T table.
3. Commitment (X3) <sup>1</sup> has a significant effect on the performance of village fund organizers (Y), as proven by T arithmetic (X3) = 3,299 greater than T table.
4. Integrity (X1) has a significant effect on commitment (X3), as proven by T arithmetic (X1) = 4,840 greater than T table.
5. Trust (X2) has a significant effect on commitment (X3), as proven by T arithmetic (X2) = 7,629 greater than T table.
6. Integrity has an indirect and significant effect on the performance of village fund providers through commitment, as proven by T arithmetic (X2) = 2,685 greater than the T table.
7. Trust has an indirect and significant effect on the performance of village fund providers through commitment, as proven by T arithmetic (X2) = 3,008 greater than T table.

## **Discussion**

Based on the results of testing statistical research hypotheses, the research findings are explained descriptively and verification, which are then compared with the theories and results of previous studies.

### **1. Effect of Integrity on Effectiveness**

<sup>5</sup> The results of this research showed that the Integrity variable directly, positively and significantly influences the work effectiveness of village fund administrators. This means that the higher the integrity of village fund administrators, the effectiveness of the work of village fund administrators will also increase. Vice versa if the integrity of the village fund administrators is low, the effectiveness of the work of village fund administrators will be weakened or reduced.

The results of this research showed that village fund management apparatuses in carrying out all their duties and functions always try to keep their integrity firm. Village fund management is a work that must be carried out with the principle of prudence, because there have been many examples of cases of apparatus that manage village funds with no integrity, so they are not careful in managing village funds, the results are managed village funds are used instead for personal interests and not for the benefit of the community. Village fund administrators who manage village funds in Southeast Minahasa Regency always strive to carry out their duties and functions in accordance with applicable regulations / regulations. The prevailing provisions or regulations are used as a guideline in taking important policies in the management of village funds, so that what is the purpose of programs and activities that are planned and implemented is really in <sup>13</sup> the interests of the community.

The main purpose <sup>7</sup> of the village fund is to develop the village, so that the village develops and provides positive benefits for the welfare of the village community. However, the positive impact will be seen if there is no misuse on the use of village funds. Officials who are administrators of village funds whose duty is to manage village funds are required to have integrity, and a strong will in developing villages. The management of village funds by the aspirants with integrity is the key to success in promoting the village.

Effectiveness which is a process in increasing the ability, confidence of each apparatus in charge so that by increasing the ability of the members of the apparatus will <sup>22</sup> be able to carry out their duties better according to the main tasks of each member, on the other hand the trust given by the leadership will be able to foster the enthusiasm and sense of responsibility of the existing apparatus personnel which in turn will give birth to better work results because of the effectiveness carried out by leadership who has integrity.

## 2. Effect of Trust on Effectiveness

The results of this research showed that trust <sup>9</sup> has a direct, positive and significant effect on the effectiveness of the performance of village fund providers in Southeast Minahasa Regency. This means that the increased trust of village fund administrators in Southeast Minahasa Regency will increase the effectiveness of village fund administrators. Likewise, if the trust of the village fund administrators is not increased, the effectiveness of the work of the village fund administrators will be weakened or reduced. <sup>18</sup> From the results of this research it was found that then the administrators of village funds in Southeast Minahasa Regency in managing village funds is very important. Trust, one of the indicators is loyalty. Loyalty of a village fund management apparatus in charge of managing village funds is very important, both loyalty to the leadership and to the community. Loyalty to the leadership is ready to carry out their duties and functions in accordance with the decree that has been signed by the leadership and loyal to the community. Loyalty to the community becomes very important in the management of village funds, because by being loyal to the community, when managing village funds, all programs and activities that are prepared and realized will truly be in favor of the interests of the people.

The results of further studies show that community trust in the ability of village fund administrators who manage village funds is very important, because with the trust that the community gives to officials who have the task and function of managing village funds, it will motivate officials to improve their performance so that they can manage village funds well and bring villages to become more developed villages.

## 3. Effect of Commitment on Effectiveness

<sup>5</sup> The results of this research showed that the commitment variable has a direct, positive and significant effect on the work effectiveness of village fund administrators in the Minahasa Regency. This means that the better the commitment of village fund administrators, the

effectiveness of their work will increase. Likewise, on the contrary, if the commitment of village fund administrators in the Minahasa District is low, the effectiveness of their work decreases.

<sup>4</sup> Based on the results of the research it was found that with the commitment of village fund administrators who had the task of managing village funds was quite high. This is proven by the fact that village fund administrators have a commitment that the village funds they manage can truly benefit the community at large. A concrete example when planning the use of village funds, officials in addition to trying to make what is planned are priority programs and activities that really become the needs of the community, they also try to plan what they do on time. This shows the high commitment of the village fund administrators to be able to manage funds effectively. This research also shows that one of the things that motivate village fund administrators to improve their effectiveness is because they generally have the pride of being part of the village fund management apparatus. This pride has been shown through their work, they are committed so that in their work they are always guided by the provisions in force, so that the results of their work can be accounted both to the leader and the community. Furthermore, village fund administrators now feel that they have an important role in achieving village fund programs and activities. This is what drives them to increase their commitment so that they are able to produce high work effectiveness. The apparatus is well aware of the importance of the tasks and functions mandated to them, so that in working with village fund administrators, they always try to make the work in the form of programs and activities that have been prepared always in accordance with what was planned, and avoid deviations.

#### **4. Effect of Integrity on Commitment**

<sup>5</sup> The results of this research showed that the integrity variable affects directly, positively and significantly on the commitment of village fund administrators in the Minahasa Tenggara Regency. This means that the higher the integrity of the village fund administrators in the

Southeast Minahasa Regency, the work commitment of the village fund administrators in the Southeast Minahasa Regency will increase. Vice versa if the integrity of village fund administrators in Southeast Minahasa Regency is less, their work commitments will also be reduced. This research showed that the integrity of village fund administrators in the Minahasa Regency, who is the manager of village funds, is able to keep them committing to do their work in accordance with applicable regulations. Integrity can be linked to the commitment of village fund administrators in the Southeast Minahasa Regency to organize a government that is clean from corrupt practices. Integrity is also related to the attitude that always puts the responsibility, trust and loyalty to the promise. The main purpose of the village fund is to develop the village so that the village develops and provides positive benefits <sup>7</sup> for the welfare of the village community. But the positive impact will be seen if there is no misuse of village funds.

This is where the integrity of the village fund management apparatus in Southeast Minahasa Regency who manages village funds will be seen, is it able to maintain its integrity so that there is no misuse of village funds. Various corruption cases that have taken hostage of a number of government officials, especially by the village head and village fund administrators; have caused negative public sentiment towards the village fund administrators. An important aspect of success and progress in village development is the responsibility for managing village funds which is an important aspect in the success and progress in village development aimed at achieving transparency. Transparency will be realized if there is an honest, trustworthy and courageous attitude which is a firm principle of integrity. It is the qualities of value in integrity that must be possessed within the apparatus of village fund administrators in Southeast Minahasa Regency.

##### **5. Effect of Trust on Commitment**

The results of this research showed that the trust variable affects directly, positively and significantly on the commitment of village fund administrators in the Minahasa Tenggara

District. This means that the level of trust of the village administrators in Southeast Minahasa Regency is increasingly increased, the work commitment of village fund administrators in the Minahasa Tenggara Regency will increase. Vice versa if the trust is not carried out continuously, the commitment will be weakened or reduced. <sup>4</sup> Based on the results of the research it was found that the performance of village fund administrators in Southeast Minahasa Regency still gained the trust of the community. This is because the commitment to work to produce maximum performance is always shown by village fund administrators. One of the community's trusts is demonstrated through trust in the work and accountability of work results shown by village fund administrators in the Minahasa Regency, both to the community and to the government. Village fund administrators in Southeast Minahasa Regency as the party assigned by the Southeast Minahasa Regency Government to manage village funds are required to carry out their duties by continuing to maintain the trust given, because by holding firm the trust given and carrying out their duties. By carrying out their duties in accordance with applicable regulations will prevent the administrators of village funds from unlawful acts.

#### **6. Effect of Integrity on Effectiveness through Commitment**

The results of this research showed that the the integrity variable affects to the effectiveness of the work apparatus of village fund administrators in Southeast Minahasa Regency through commitment. The good integrity of the village fund administrators will increase their commitment in managing village funds so that the effectiveness of the work of village fund administrators in Southeast Minahasa Regency will also increase.

The success and progress in village development is very influential <sup>7</sup> for the welfare of the village community, an important aspect in the success and progress in village development is that the village administrators with integrity and the success of village development in managing village funds are absolutely supported by the trust of all communities so that the village those in remote villages will look the same as those in the cities. This means that village fund



administrators as the prime mover in managing village funds must be able to create aspects of integrity in developing villages in the integrity of village fund management. Integrity is the key to success in advancing the village.

This research showed that if village funds are managed by officials who have high integrity from the village head to the instruments, it will create a commitment from the village fund organizers to be able to manage village funds both from planning, implementation to reporting with full responsibility so that their performance can be said to be effective.

### **7. Effect of Trust on Effectiveness through Commitment**

The results of this research showed that the influence of the trust variable affects To the effectiveness of the work apparatus of village fund administrators in Southeast Minahasa Regency through commitment. The good faith of the trust held by village fund administrators will increase their commitment in managing village funds so that the effectiveness of the work of village fund administrators in Southeast Minahasa Regency will also increase.

Trust in village fund administrators who manage village funds is very important, because with the trust received by the authorities, it will create the commitment of officials to maintain the trust given by both the leadership and the trust given by the community to them <sup>21</sup> in carrying out their duties, authority and responsibilities in managing the Village Fund.

<sup>4</sup> Based on the results of the research it was found that the performance of effective fund administrators occurs only when the roles and responsibilities of all parties involved are clear and regulated in regulations or collective agreements and based on these rules and agreements they carry out their roles in a professional and disciplined manner and gain trust from both the government and the community so that the confidence of the apparatus that manages village funds is high so that they are able to complete their tasks and responsibilities. In administering village funds that can be trusted by both the government and the community, village fund administrators are required to have good moral behavior and qualities and are also required to



be able to show a professional attitude, integrity, discipline and high work ethic in order to increase public trust.

The results of this research showed that indeed the village fund administrators who manage village funds in Southeast Minahasa Regency have gained good trust by the government and the community, but indeed the trust given remains with supervision that is always carried out, both by the government through APIP, as well as supervision conducted by the community itself. Supervision by the community can be easily carried out, because for accountability of village funds, village fund administrators are required to be transparent, one of which is through the making of a bulletin board containing the budget and all work programs that will be carried out, so that the community can monitor whether all programs and activities what was done was according to plan or not.

## **CONCLUSION**

The results of this research showed that 1) Integrity directly, positively and significantly affects the work effectiveness of village fund administrators; 2) Trust affects directly, positively and significantly on the effectiveness of the performance of village fund providers in Southeast Minahasa Regency; 3) Commitment affects directly, positively and significantly on the work effectiveness of village fund administrators in Southeast Minahasa Regency. This means that the better the commitment of village fund administrators, the more effective their work will be; 4) Integrity <sup>9</sup> has a direct, positive and significant effect on the commitment of village fund administrators in the Minahasa Regency; 5) Trust affects directly, positively and significantly on the commitment of village fund administrators in Southeast Minahasa Regency; 6) There is an effect of integrity on the effectiveness of the work of village fund administrators in Southeast Minahasa Regency through commitment; 7) There is an effect the influence of trust on the

effectiveness of the work of village fund administrators in Southeast Minahasa Regency through commitment.

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