

**THE MEDIATING EFFECT OF GOOD GOVERNANCE ON THE RELATIONSHIP
BETWEEN MANAGERIAL ROLES AND PERSONAL DEVELOPMENT
IN WEST SUMATERA PROVINCIAL GOVERNMENT – INDONESIA**

By

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**A thesis submitted in full fulfillment of the requirements for the degree of
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I declare that all the work described in this thesis was undertaken by myself (unless otherwise acknowledged in the text) and that none of the work has been previously submitted for any academic degree. All sources of quoted information have been acknowledged through references.

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ABSTRACT

One of the challenges faced by public sector managers particularly in Indonesia today is the problem of identifying and determining their roles, their personal development and how to effectively implement the concept of good governance in their organization. Given a dynamic changing and continuing insight into public organizational effectiveness, public sector managers are rethinking how best they could accomplish their roles in order to attain their organization roles and objective.

This study examined the roles of public sector manager to their personal development. This study also examined the mediating roles of good governance in the relationship between managerial roles, development roles, strategic roles and personal development. In determining this relationship, a hypothetical model of the relationship between roles of public sector managers, good governance and personal development was developed. The results suggested that the managerial roles had positive and significant influence on personal development than the other two development roles and strategic roles. Empirical study supported the institutional theory approach (Scott, 2001) in the hypothesized model.

The empirical findings confirmed that good governance has a significant and positive impact on the relationship between managerial roles, development roles and strategic roles to the personal development of public sector managers. This proved that the management system theory is supported whereby public sector manager roles served as an input, while good governance as a process and personal development as an output. Based on empirical findings, it is suggested that personal development should be referred as an ideal social behavior of public sector managers. Overall, the study supported the hypotheses that good governance plays a mediating role in the relationship between public sector manager roles and personal development. This is consistent with governance theory (Lynn, 2001). One particular contribution of this study is the development of structural equation model to determine the relationships between the roles of public sector managers, good governance and the personal development of public sector managers.

In conclusion, an understanding of the constructs of public sector manager roles and is a prerequisite for better insight on personal development of the public sector managers. The results of the study of public sector manager roles allowed the managers to implement good governance and determine their personal development paths.

Keywords: Roles of Public Sector Manager, Good Governance, Personal Development

ABSTRAK

Salah satu cabaran utama yang sering dihadapi oleh para pengurus di sektor awam, khususnya di Indonesia, pada masa kini adalah tentang kesukaran mengenalpasti dan menentukan peranan mereka, membina usaha-usaha pembangunan sendiri serta bagaimana caranya melaksanakan tadbir urus yang baik dan efektif di dalam sesebuah organisasi kerajaan. Berlandaskan kepada kajian dan pemerhatian yang mendalam dan berterusan ke atas keberkesanan pentadbiran organisasi awam, para pengurus di sektor awam hari ini perlu mengimbas kembali dan memikirkan bagaimanakah cara terbaik bagi menjalankan peranan masing-masing untuk mencapai objektif organisasi mereka.

Kajian ini adalah tentang peranan para pengurus di sektor awam ke atas usaha-usaha pembangunan sendiri. Kajian ini juga melihat peranan tadbir urus sebagai faktor pengantara ke atas hubungan di antara peranan pengurusan, peranan pembangunan, peranan strategik dan pembangunan sendiri para pengurus itu sendiri. Dalam menentukan hubungan-kait antara peranan-peranan tersebut, satu permodelan hubungan-kait di antara peranan pengurusan, peranan strategik, dan peranan pembangunan sendiri telah dibangunkan. Hasil menunjukkan peranan pengurus memberikan pengaruh positif dan ianya adalah signifikan ke atas pembangunan sendiri melebihi daripada peranan pembangunan dan peranan strategik. Kajian empirikal dalam permodelan juga menyokong pendekatan teori institusi (Scott, 2001).

Penemuan empirikal juga mengesahkan bahawa tadbir urus memberikan kesan yang signifikan dan positif ke atas hubungan di antara peranan pengurusan, peranan pembangunan dan peranan strategik ke atas pembangunan sendiri para pengurus di sector awam. Ini menunjukkan bahawa permodelan menyokong teori sistem pengurusan di mana peranan para pengurus di sector awam diletakkan sebagai input manakala tadbir urus diletakkan sebagai proses dan pembangunan sendiri pula merupakan output. Berdasarkan penemuan empirikal, adalah dicadangkan pembangunan sendiri dirujuk sebagai tingkahlaku ideal untuk para pengurus di sektor awam.

Secara keseluruhannya, dapatan kajian ini menyokong hipotesis yang menyatakan tadbir urus memainkan peranan sebagai pengantara ke atas hubungan di antara peranan pengurusan, peranan strategik dan pembangunan sendiri. Ianya adalah konsisten dengan teori tadbir urus (Lynn, 2001). Sumbangan yang ketara yang telah dihasilkan melalui kajian ini adalah pembangunan model persamaan struktural dalam mengesahkan hubungan-kait di antara peranan pengurusan sector awam, peranan tadbir urus dan peranan pembangunan sendiri.

Secara kesimpulannya, pemahaman yang mendalam ke atas pelbagai jalinan hubungan (*constructs*) di antara peranan para pengurus sektor awam adalah prasyarat kepada pemahaman sempurna ke atas peranan pembangunan sendiri para pengurus sektor awam. Hasil kajian ke atas peranan para pengurus sektor awam akan membolehkan para pengurus tersebut mengimplementasikan tadbir urus yang baik dan efektif di samping menentukan hala-tuju pembangunan sendiri masing.

Keywords: Peranan pengurus sektor awam, Tadbir Urus, Pembangunan Kendiri

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CHAPTER 1

OVERVIEW OF THE RESEARCH

1.1 Introduction

The objective of this thesis is to study the public sector managers' roles constructs: managerial roles, development roles and strategic roles in personal development in West Sumatera Provincial Government – Indonesia. This thesis also examines the mediating effect of the good governance in the relationship between roles of public sector managers' and personal development.

“The Challenge of effective public organization and their management depend on the roles of public sector manager” (Mintzberg, 1989, 1996; Rainey, 2003; Turner & Hulme, 1997). In public organization it wanted public managers who could get results, knew how to improve performance, made the right decision, and reformulated principles and processes to get into the future quicker (Ohmae, 1990; Osborne & Plastrik, 1997)

Furthermore, the improvement of public sector manager totally related with their personal development as the development of the individual person (Turner, 1997). The term “development” covers the enhancement of existing skills, the acquisition of new ones, the acceptance of new responsibilities, the acquisition of additional confidence and a whole range of processes designed to add breadth, depth and strength to a person's individual capability and competence (Forrest, 1996; Malhi, 2006; Turner, 1997).

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PUBLICATIONS

- Ali, J., Sentosa, I. & Soebjacto, B. (2005). *Thesis Evaluation: Issues Of Perception, Judgment And Objectivity*. STIE Perbanas. Jakarta.
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- Member of Indonesian Students Association of University Utara Malaysia: 2005 - present
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