

Effect Availability Information, Resources, Provision Government Regulation of the Adoption of Size Performance and Implementation of Performance Information

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Abstract

The purpose of this study was to determine the influence of availability information, resources, provision government regulation to the adoption of size performance and the implementation of performance information. The results showed that availability information, resources, provision government regulation have a significant effect on the adoption of size performance. Furthermore it was found that the adoption of size performance has implication for performance information.

Keywords: availability information, resources, provision government regulation, adoption of size performance, implementation of performance information

1. Introduction

Performance measurement government agencies intended to increase accountability, transparency, organizational management and improvement of service to the community. Performance information generated by a performance measurement system intended for those interested in the organization. The main purpose of performance measurement is to improve the agency's internal decision making and resource allocation. Performance measurement system be completely useless if the performance of the resulting information is not utilized in improving decision making (Sihaloho and Halim, 2005). Mardiasmo (2000) explains that there are some weaknesses in the audit of government in Indonesia, namely: first the unavailability of adequate performance indicators as the basis for measuring the performance of government both central and local government and it is commonly experienced by public organizations as the output produced in the form of public service easily measured. Secondly, with regard to the problem of the structure of audit institutions of central and local governments in Indonesia are overlapping each other which causes inefficiency and ineffectiveness of the implementation of auditing.

Government agency performance can be measured and assessed with some measurements that can be used depending on what factors are measured to improve the quality of decision making and accountability. Examples of rational factors, political and organizational culture. Strong desire to encourage government organizations to become more efficient, effective and eliminate discourse that has long been attached to the government agency that nest inefficiency, waste, leakage source of funds and institutions that are always losers (Mardiasmo, 2004) became a major factor adoption of a performance measurement system in institutions government. Utilization process is a process keprilakuan complex, consisting of two stages: the stage of adoption and implementation phase (Beyer and Trice, 1982). Adoption and implementation phase has previously been done Cronbach et al (1980, in Julnes and Holzer, 2001) in the public policy literature, namely the adoption of policies and implementation programs. Decision adopting a measure of performance requires careful planning related to the readiness of the organization and personnel implementing performance measurement program for planning, conducting and collect performance data.

Adoption stage is the stage of organizational capacity building in developing performance measures and decisions on performance measures that will be used or adopted. While the implementation phase, the results of the measurement and collection of data or performance of information is evaluated and applied in the budget allocation, performance planning and strategic planning, monitoring and evaluation and reporting (Sihaloho and Halim, 2003). This study attempts to review the factors that influence the utilization of local government agency performance information that has been researched by Julnes and Holzer (2001) and further investigated by Sihaloho (2005). This study was conducted in South Tangerang government agencies to better determine the factors rational, political and organizational culture on the utilization of performance information that is applicable in this area and to see the difference with other agencies. This study focuses on officials of government agencies (Echelon II, III and IV) to determine the existence of measures of performance, attitudes and their perceptions of the performance measures and contextual factors that influence the use of performance measures.

Based on the background research, formulation of the problem in this study are:

1. Is the availability information, resources, goal orientation rules / regulations both external and internal government significantly influence the adoption of measures of performance in local government agencies?
2. Is the availability information, resources, goal orientation rules / regulations both external and internal government significantly influence the implementation of the performance information on local government agencies?

2. Review of literature

2.1 Performance

Performance of the organization is the answer to the success or failure of the established organizational goals. Performance is the result of a person or the overall success rate for a certain period in the task compared with a range of possibilities, such as the work standards, targets or goals or criteria are predetermined and agreed upon. Performance includes the company's overall performance to produce an objective performance measures (Govindarajan and Fisher, 1990). When viewed from the home he said, said the performance is the translation of the word performance, which according to The Scribner-Bantam English Dictionary, published by the United States and Canada (1979), derived from the root "to perform" with some "entries" are: (1) perform, execute, execute (to do or carry out, execute); (2) comply with or implement an intention or obligation vow (to the discharge of fulfill; as vow); (3) carry out or complete responsibility (to execute or complete an understaking); and (4) do something that is expected by a person or a machine (to do what is expected of a person machine). Some understanding of the following will enrich our knowledge about the performance.

1. Hasen and Mowen, (2000: 441). Performance is the result of work that can be accomplished by a person or group of people in an organization with, in accordance with the authority and responsibilities of each, in an effort to achieve the goals of the organization in question legally, do not violate the law and in accordance with moral and ethical.
2. Maluyu S.P. Hasibuan (2001: 34) points out "performance is a result of work achieved in executing the tasks assigned to them based on the skills, experience and sincerity as well as time".
3. Robert L. Mathis and John H. Jackson, translation Sadeli and Bayu Jimmy Butler (2001: 78), "stating that the performance is essentially what is done or not done employees".
4. Barry Cushway (2002: 1998) "Performance is assessing how a person has worked compared with predetermined targets".
5. Ilyas (2002: 65) Performance is the appearance of the work of both the quantity and quality of personnel within an organization. The appearance of the work is not limited to personnel who assumed office functionally and structurally, but also to the entire personnel in the organization.
6. True Sulistiyani Ambar (2003: 223) "The performance of a person is a combination of ability, effort and opportunities that can be assessed from the results of its work".
7. Veizal Rival (2004: 309) argues performance is: "a real behavior displayed by everyone as the resulting performance by employees in accordance with their role in the company".

Some understanding of the performance of the above it can be concluded that the performance is the result of someone's good work achieved in carrying out its duties and to behave in a company for a certain period with the results as the achievements of the job.

Performance in carrying out its functions are not independent, but related to job satisfaction and rate of return, influenced by the skills, abilities and individual traits. Therefore, according to the model-lawyer partners (Donnelly, Gibson and Invancevich: 1994), individual performance is essentially influenced by factors; (a) expectations regarding the benefits; (b) encouragement; (c) ability; needs and characteristics; (d) the perception of the task; (e) the internal and external benefits; (f) the perception of the level of remuneration and job satisfaction. Thus, the performance is basically determined by three things: (1) the ability, (2) the desire and (3) environment.

Therefore, in order to have good performance, one must have a high desire to do and to know his job. Without knowing these three factors that good performance can not be achieved. In other words, the individual performance can be improved if there is compatibility between work and ability. Performance of individuals affected by job satisfaction. Job satisfaction itself is individual feelings towards his work. These feelings in the form of an assessment of how much work as a whole is able to satisfy their needs.

2.2 performance measurement

According to the dictionary of public administration, performance measurement is ... "an evaluation of an employee's progress or lack of progress measured in terms of job effectiveness ..." (Chandler & plano, 1988: 293). This restriction emphasizes the evaluation of the progress or failure of an employee. While bernardin and russel (1993: 380) defines the performance appraisal as "... a way of measuring the contributions of individuals to Reviews their organization ..". The emphasis in this definition is the way to measure the contribution made by each individual to the organization. In this definition, the second aspect is emphasized by the authors is the

record of the outcome or final results obtained after an occupation or activity carried out during a certain period of time. Mwita, (2003) defines performance as well as the outcome of the work because it provides a strong connection with the strategic objectives of the company, customer satisfaction and contribution to the economy. Performance measurement is a tool used to improve the quality of decision making and accountability. Performance measurement is used to assess the achievement of goals and objectives. Some of the requirements for good performance measures, among others: relating to the organization's goals, balanced between long-term and short-term, reflecting the activity of key management, giving effect to the actions of employees, easily understood by employees, dpergunakan as the basis for performance evaluation and determination of remuneration, rational objective and can be measured, and used consistently and regularly. Performance measures can be seen as an important success factor of the present and the future. If the size of the improved performance, meaning the company has been implementing its strategy well. The success of this strategy depends on the strength and performance measurement systems are merely a mechanism that improves the likelihood that the organization will implement the strategy to succeed. Assessment of performance (performance appraisal) involve judgmental evaluation of character, behavior, or the attainment of workers who would later become the basis for making decisions and personal development plans (Kreitner and Kinicki, 2000). Whether we realize it or not, there are a variety of biases that affect the judgment of the assessor performance. Some of the common problems among others (Sedyowidodo, 2009): (1) the bias (done by the assessor / rater / supervisor), such as racial factors, gender, age affects the performance evaluator objectivity; (2) Halo Effect, which is sometimes an evaluator to provide excessive assessment (positive or negative) to a factor to be assessed; (3) Central tendency, namely the tendency of assessors to always provide value assessment approach "average"; (4) leniency, ie the tendency of assessors for "too good" to workers who assessed (given value is too high) and (5) Recency, namely subjectivity assessors against the person who will be judged not infrequently very influential in the performance appraisal process, it is usually will be exacerbated by the impression of a "positive" or "negative" has just been given by workers to the assessors in the period of time before the performance assessment (Handoko, 2009)

Thus, the performance of only refers to a series of results obtained by an employee during a particular period and does not include the characteristics / attributes are assessed personal servants. Although the above authors emphasize outcomes resulting in a function or activity within a certain time, but in general the performance is often defined as the level of achievement of results (the degree of accomplishment). According to Widodo (2005: 2) there are five objectives to be achieved through measurement, namely:

a. creating value

Value is basically determined by the ratio between the quality obtained with the many costs incurred, or what we are familiar with the formula $V \text{ (alue)} = Q \text{ (uality)} / C \text{ (ost)}$

b. Fix what was done before

To conclude that something that deviates from the target or standard measurement company needs to be done first. Through measurement company constantly driven to improve the target from time to time

c. Reward and spur success

Through good measurement, leadership is not just knowing that sales have shot up, but also know who or any unit that contributed to the success that needs to be appreciated

d. Identifying and rectifying mistakes

Measurements provide information on whether the programs that we run so far has achieved the results according to standards or targets that are expected or not

e. demonstrating the value of

Without measurement is difficult for us to indicate whether a series of programs that we are doing it is worth it or not.

Assessment of performance is to evaluate the performance / employee performance while this and past relative to the standard of performance where the goal is to development, Motivation, Human Resource & Employment Planning, Communication, Justice (Fairness) Validation where the process is:

1. Set the Standard Work
2. Value Actual Performance
3. Compare with Standard
4. Give Feedback / Feedback
5. Discuss the results and a Plan

With Assessed aspects include:

1. Technical Capability
2. Conceptual Ability
3. Interpersonal Relations

Campbell (1990 in Mwita, 2003) says that the performance is to be distinguished from behavior and outcomes as

they may be contaminated by the system factors, which are beyond the control of the do. Performance can also be seen from the production model consists of three stages: input, output, and outcome, then performance can be interpreted in the efficiency and effectiveness (Hyndman and Anderson, 1997).

According to the Oxford Dictionary, the performance of an act, process or how to act or perform a function. Performance is a construct, which many experts still have a different point in the define performance (Wholey, 1999; Mwita, 2003). Inability to define the performance will result in performance can not be measured or managed. Some experts define performance with regard to doing the work as well as on the results achieved.

Assessment of performance (performance appraisal) is basically a key factor in order to develop an effective and efficient organization, due to the policy or program that is better on the human resources that exist within the organization. Assessment of individual performance is very beneficial to the growth dynamics of the organization as a whole, through the assessment it can be seen the actual conditions on how the employee's performance. Some understanding of the following will clarify the concept of performance appraisal.

1. According to Cascio (1992: 267) "performance assessment is a systematic representation or description of the strengths and weaknesses of the relevant person or group".
2. According to Bambang Wahyudi (2002: 101) "performance assessment is an evaluation that is conducted periodically and systematically about work performance / office of a workforce, including the potential development".
3. According to Henry Simamora (338: 2004) "performance assessment is the process used by the organization to evaluate the individual work of employees". From the definition of experts, it is necessary to distinguish between outcomes (results), process and performance measurement tool that fits in accordance with the purpose of measurement. Public sector performance measurement is a system that aims to help public managers assess the achievement of a strategy through measurement tools of financial and non-financial.

Although the literature on performance measurement has long existed, but in a public organization, the use of performance measures is still something that is problematic. There are some inherent difficulties in measuring the performance of public organizations of the nature and diversity of influential stakeholders. The difficulties that affect every stage of the development of performance measures and the use of performance measurement information. Some of these difficulties include (Wholey, 1999; de Bruijn, 2002; Hatry, 1999; Kravchuk and Schack, 1996; Rainey, 1999 in Sihaloho and Halim 2005)

1. Agreement in determining organizational performance indicators to be measured. Due to the vast dimensions of performance measures, there is difficulty in determining the dimensions of performance that will be the focus of measurement, whether focused on inputs, processes, outputs or outcomes. Focus on one aspect of performance measurement will cause different effects. For example, if the focus on the input, then the organization appreciates the ambition but ignore the results to be achieved. Similarly, if an organization focused on the process, the organization will increase the workload regardless of the quality of service. Organization that focuses on results (outputs) and outcomes will also have a negative effect, said by de Bruijn (2002) as a strategic behavior, which is to increase the output to fit the existing criteria and can lead to game playing.
2. The agreement on what the mission, goals and strategies of the organization. The agreement must be reached by engaging diverse stakeholders, while stakeholders have choices and different interests.
3. Readiness organization, both of resources, organizational capacity, in implementing and evaluating the performance Opera-. Performance measurement in the public sector to measure outputs or outcomes are difficult to measure because there is no market determines the value of output or outcome. In the process of instituting performance indicators, the organization must have the ability to perform forecasting to adjust the organizational resources to outputs and outcomes to be achieved. To do so, the necessary human resources or personnel trained in planning indicators and performance targets, so that it can be measured. Performance indicators also show not only a realistic ambition, but it can be achieved organization. Expertise and good information systems required to collect performance data. Performance data can be derived from organizational records (objective measure) or conducted through surveys (subjective measure). To generate performance data valid and reliable it is necessary to program staff expertise and adequate information systems.
4. Problems of culture and commitment. Performance measurement would bring change into the organization. These changes must be addressed or perceived differently by individuals within the organization and will bring a change in organizational culture. Performance measurement system will bring results if the perceived performance measurement will bring perosonil impact on both the organization and will encourage commitment to performance measurement system. However,

performance measurement will lead to conflict, especially if the desired performance or goal can not be achieved. This will lead to a low commitment to performance measurement.

5. Political support. Public sector organizations can not escape from the interaction with stakeholders and shut down of the legislative term and limited government. Consistency in the implementation of policies and programs as well as the performance measurement system of political interests is a source of uncertainty that affect performance measurement in the public sector. The leaders and members of public sector organizations will experience confusion in the event of an inconsistency between the previous policy with the new government policy, while the outcome of the previous government can not be perceived. This phenomenon raises doubts to adopt and implement measures of performance when there are no rules about the consistency of public policy.

So the difficulties that affect every stage of the development of performance measures and the use of performance measurement information is located on the non-fokusan organization in measuring the performance of the organization, then the absence of agreement to the organization's vision, mission, core belief, core values and organizational commitment.

2.3. Public Sector Organization Performance Measurement and Private Organizations

Performance measurement models in different public sector agencies with the private sector. This is due to the different characteristics of public sector organizations in the private sector. Organizations in the private sector are encouraged to innovate constantly due to changes in consumer tastes and to maximize profit and competition among organizations in certain industries (Rainey, 1999; Hyndman and Anderson, 1997 in Sihalo, 2005). This impulse requires private sector organizations to conduct strategic planning, performance measurement and planning appropriate performance measures to assess the success of the organization. Success is measured by the extent to which organizations are able to maximize profit organizations that improve the welfare of its shareholders.

Noe, et al (2000) identified several important approach in the assessment of performance, namely the comparative approach, Approach attribute, or behavioral approach, approach results, and, Approach quality.

Public sector organizations are unique. Public sector of society has an important role as a major stakeholder community public sector organizations. Public sector organizations are not profit oriented so that there is a monetary measure of output (Hyndman and Anderson, 1997). In public sector organizations dominate non-financial objectives so it is difficult to set targets and measure performance.

Performance measurement is a process set indicators and performance targets and collect the results to evaluate the actual performance. Performance is measured to see the achievement of the objectives and goals of the activity or program that is formulated in the strategic planning document. Performance measurement needs to be done to improve public services and improve accountability (Audit Commission, 2000). In addition, performance information can also be used to measure progress toward organizational goals and targets, comparing performance to identify opportunities for improvement. Performance measurement is the foundation to manage the performance with the evaluation of the performance and the difference to the target with the aim of improving or maintaining the performance achieved.

2.4. Benefits of Performance Appraisal

Benefit performance assessment according Handoko Hani T. (1994: 135), Jennifer M. George and Gareth R. Jones (1996: 223) and Sondra P. Siagian (1995: 227) are as follows:

- a. Repair work performance
- b. Compensation adjustments
- c. Placement decisions
- d. Training and development needs
- e. Planning and career development
- f. Correct deviations staffing process
- g. Reduce the inaccuracy of information
- h. Fixing mistakes job design
- i. Equal employment opportunity
- j. Helping to face external challenges

Meanwhile, according Sucipto (2003) the benefits of performance measurement for management and employees, namely:

1. Managing operations effectively and efficiently through motivating employees maximum
2. Assisting decision-making is concerned with employees, such as promotion, transfer and dismissal
3. Identify training needs, employee development, provide criteria for selection and evaluation of employees pelayihan
4. Provide feedback to employees about how the employer to assess the performance

5. Provide a basis for the distribution of reward

Ad.1. Managing an organization's operations effectively and efficiently through motivating employees maximum.

In managing the company, management set a goal to be achieved in the future and in the process called of planning. Implementation of the plan requires the efficient allocation of resources. Besides, the implementation of the plan requires the control to be effective in achieving the targets. Implementation of the plan can be reached by way of an iron hand, the threat to the implementation in order to comply with the standards of behavior to achieve the targets. Implementation of the plan in this way can ensure organizational goals effectively and efficiently. But the way the achievement of this goal will lead to low employee morale. Would be different if the employee moral condition of corporate management is based on the maximization of employee motivation in achieving the organization's objectives. Maximization of employee motivation means generate a boost in self-employees to exert efforts in achieving the targets set by the organization. If every employee understands the target set by the company and every employee to implement the internalization target company as his personal goals then the suitability of individual employee goals with overall company objectives will occur. The suitability of individual employee goals with corporate goals is what will motivate employees to achieve organizational goals. Maximization of employee motivation in achieving this company that is the ultimate goal of performance appraisal. One among the theories of motivation developed by the researchers to predict motivation and performance is expectancy theory which according to this theory a person's behavior is influenced by the probability attached to individual relationships as follows:

a. Effort required to achieve the objectives

Motivation someone who has been assigned is determined by the person's perception of the relationship between the business with the objective to be achieved. If to achieve the targets required a great effort, the target will challenge one's motivation. Thus challenging targets will motivate people for the target has been perceived as fair and realistic.

b. Performance and awards

If a person feels there is a high probability barjwa a good performance will get an award or awards received are based on good performance, motivation of people will try to achieve the goals that have been set to be high. Conversely, if there is a low possibility of an award-winning performance, motivation of people to achieve a predetermined sasara low.

c. Award satisfying personal goals

To be able to motivate individuals, the award must be perceived as fair by the individual. If the awards received by someone perceived as fair, then this award will provide for the satisfaction of the people. High satisfaction means that the individual goals can be satisfied through efforts in achieving corporate goals. Thus the award should be designed to meet the needs of each individual in order to motivate people to achieve the goals set by the company.

Ad.2. Assist decision-making is concerned with employees such as promotion, transfer and dismissal.

The performance assessment will generate data that can be used as a basis for decision-making is concerned with employees who rated their performance. If top management will decide the promotion of managers to a higher position, results of performance evaluation of data held on a periodic basis will greatly assist top management in selecting the appropriate manager to be promoted. Similarly, in the decision-making temporary employment termination, transfer and termination of permanent employment, requires top management performance evaluation data as one of the important information. are considered in the decision.

Ad.3. Identify training and development needs of employees and to provide criteria for the selection and evaluation of employee training programs

If top management does not recognize its strengths and weaknesses, it is difficult for management to evaluate and choose the appropriate employee training programs to the needs of employees. In his tenure, the company has an obligation to develop their employees so that they can adapt to changes in the business environment companies are constantly changing and evolving. The results of performance appraisal can be used to identify the weaknesses of employees and to anticipate the expertise and skills required by the job in order to provide an adequate response to changes in the business environment in the future. The results of the performance appraisal can also provide criteria for selecting employee training programs that meet the needs of employees and to evaluate the suitability of employee training programs to the needs of employees.

Ad.4. Provide feedback to employees about how they assess the performance of their superiors. In the enterprise organization, top management to delegate authority to the management sebahagian under them. Delegation of authority is accompanied by the allocation of necessary resources in the implementation of the authority. Under manager consuming exercise authority with the resources allocated to them. Authorize the use

and consumption of resources in the implementation of this authority accountable in the performance appraisal form. With top management performance measurement is to obtain feedback on the implementation of the authority and the use of resources in the implementation is done by the management authority under. Based on the results of this performance evaluation of upper management to provide an assessment of management performance below. On the other hand the performance assessment is to provide feedback to management on the bottom of how management assesses their performance.

Ad.5. Provide a basis for the distribution of awards

Awards can digotongan datam two groups: intrinsic and extrinsic rewards awards. Award intrinsic form of self-satisfaction gained someone who has successfully completed the job well and have achieved certain goals. Extrinsic rewards consist of compensation given to employees in the form of compensation either directly, indirectly, or in the form of non-financial compensation. To improve the management of intrinsic rewards can use a variety of techniques such as styling job (job enrichment), the addition of responsibility, participation under the Framework and other business decisions that improve self esteem and encourage people to be the best. Direct Compensation is a direct payment in the form of salary or basic wage, overtime and holiday honoraria, profit sharing, stock and various other bonuses that are based on employee performance. Indirect award is all welfare payments to employees such as accident insurance, old age insurance, fees, vacation and sick time benefits.

Indirect compensation has no impact on the motivation of individuals in achieving the organization's objectives for this compensation given to anyone who works in the company. This compensation only affect the motivation of employees if eliminated. Non-financial awards may be something extra given by the company to employees in the form of work space has a privileged location, office of special equipment, special parking places, special titles and personal secretary. Styling job or job enrichment is an approach to motivate employees with a combination of tasks and the scope of its responsibilities vary and provide the opportunity for employees to have greater autonomy in decision making. The distribution of intrinsic awards both direct, indirect, and non-financial needs data results in order to award the employee's performance perceived as fair by employees who receive the award. Distribution of awards that are considered unfair by the perception of employees who receive or not receive it will result in the emergence of improper behavior.

Performance measurement is needed to assess the performance of an employee in performing their duties. What tasks delegated to it can be achieved. In addition to achieving employees to see who can achieve the set targets to him. Performance measurement is also used for human resource development company. Companies that do not conduct employee performance measurement will impact lazy employees to achieve corporate goals. Employees will be motivated to achieve its goals if they measured their performance, they are of great value in the ability to achieve its goals.

2.5. Utilization Process Performance Measures

Performance measurement is intended as a way to make decisions for the better. However, the difficulties described previously make the information generated from performance measurement is often not utilized properly in decision-making. Studies in the United States on the use of performance measures showed nearly 75% of performance measurement information is not utilized (Swindell and Kelly, 2002).

The use of performance measurement process is a process of change. The stages in the process of utilization of performance measures is phase will deal objectives and strategies, the development of an adequate system of performance measurement and performance-based management (Wholey, 1999). Following the knowledge utilization literature and public policy literature, Julnes and Holzer (2001) divides the process of utilization of performance measurement information in two phases: the adoption of measures of performance, which includes the stage for the development of the capacity to conduct performance measurement is the use of knowledge to develop economic measures (inputs), outputs, outcomes and implementation phase, namely the use of performance measures for strategic planning, resource allocation, program management, monitoring, evaluation and reporting to internal management. Phase decision to adopt and implement performance measures is influenced by factors rational and political factors and cultural.

2.5.1. Factors Rational

The adoption of a measure of performance is a decision-making process must prioritize rational factors. Factors rational is the initial consideration organizational conditions before adopting a measure of performance, namely the organization's internal factors, such as internal regulations, availability of resources, access to information, orientation (the agreement) will be the destination, as well as factors external regulations, which mandate that requires organizations adopt size (indikator) performance. Rational factors also exist in the implementation phase. For example, organizations need to provide human resources and technology to evaluate information kinerja.faktor-rational factors that are (Julnes and Holzer, 2001 in Sihaloho, 2005):

1. Resources: Public organizations are implementing performance measurement gives attention to the availability of resources, has a dedicated staff to evaluate performance and to collect sufficient data. Resource has a strong influence on the process of utilization, ie at the stage of adoption and implementation
2. Information: In adopting and implementing performance measurement, staff or non-staff employees should have the technical ability of how to perform and implement performance measures. It can be acquired through training, seminars, workshops or adequate access to information relating to the measurement of performance.
3. Orientation purpose: Consensus on the purpose of each program. If each program has a purpose, adoption and implementation of performance measures increasingly impossible.
4. The provision of internal and external: If the use of a measure of performance required by the laws or regulations, the performance measurement will be carried out despite the difficulties inherent in the organization. Thus, the external conditions for the use of performance measures will bring the adoption and implementation of performance measures. Performance measures can also arise from internal regulations, which arise from the management of an organization's policies.

2.5.2. Factors Politics and Culture Organization

Governmental organizations operating in complex environments where there are many stakeholders who have an interest in the organization, both internally and externally. Because public organizations have diverse stakeholders, the rational factors are not the only factors that influence. Utilization of performance measurement information must also consider the political framework (Julnes and Holzer, 2001 in Sihaloho, 2005), both derived from interested parties outside the organization, such as the parliament, and from within the organization. Furthermore, Morrow and Hints (2000 in Sihaloho, 2005) stated that politics within the organization is an action taken by a group of stakeholders in an effort to influence the decision.

Because measurement of performance brought about changes in the organization, then this change has the potential for conflict in the organization. Also can cause feelings threatened to employees or officials of public institutions, especially when performance information shows that the results are not in accordance with the target. Different perceptions of the performance measures can lead to conflict within the organization. In detail, the political factors and organizational culture are:

1. Internal Group:

For organizations, the adoption and implementation of a measure would bring a change in the organization, where the staff level employees may perceive a measure of performance as something that threatens the freedom in his post. Rejection can occur if no socialization, otherwise a measure of performance can also obtain support from the employee and his personal ambitions. By involving internal stakeholders to participate in the performance measurement efforts can bring a greater understanding of the above reasons the adoption of a measure of performance. In contrast, in implementing performance measurement information can produce bad influence for employees, namely budget cuts, replacement positions and others, so that internal support has weakened when the results of performance measurement information will be implemented.

The adoption of a measure of performance can also lead to conflict within the organization if it can not be obtained consensus measure to be adopted. This conflict will cause internal politics, where there are those who try to influence decision-making. Organizational leadership and other management level who have the power will use its influence to adopt a measure of performance. Internal support obtained will greatly influence the decision to use performance measures.

2. External Group

The success of the performance measurement system influenced legislators and community support (public). Support may include the planned resource allocation allows the organization, supporting the use of specific performance measures and use performance information measurement results, although the organization is opposed to the political agenda.

3. Attitude

Performance measurement system will bring a change in organizational culture. Culture is the values that dominate and become the basis of a person or organization perceive and respond to an object or problems encountered (Gibson, 2003). Used in shaping organizational culture and reflect the power relationships within the organization and influence their response to change. Variable attitude and openness to change is a measure of an organization's culture. Negative perception of the performance measures will allow the setting of performance information (De Bruijn, 2002 in Sihaloho, 2005).

3. Theoretical Framework

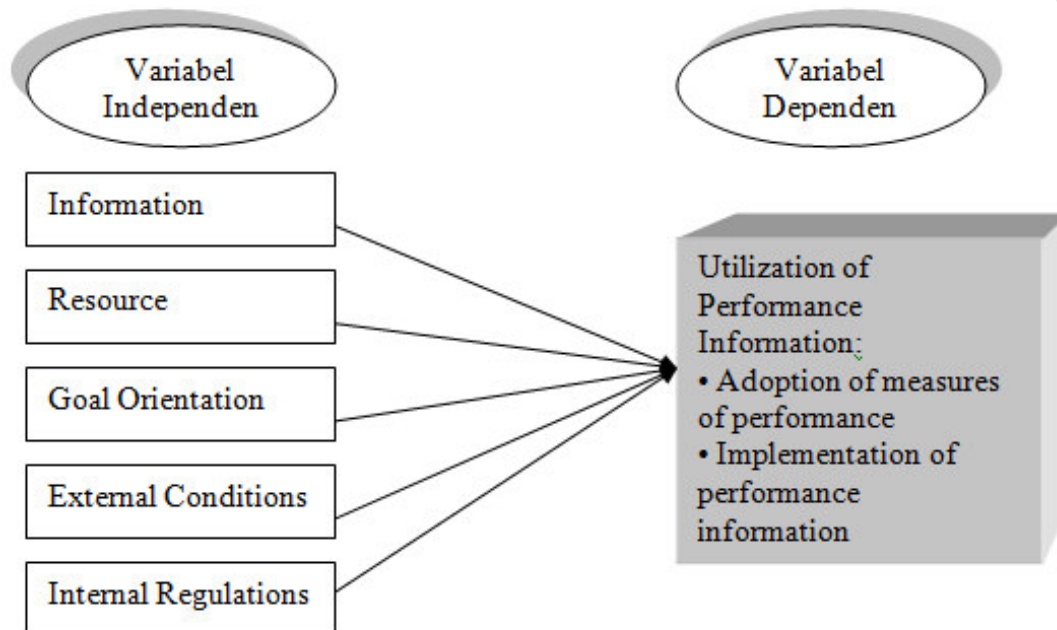
Julnes and Holzer (2001) states the adoption process is a measure of the performance of a decision based on rational factors, namely resources, information, goal orientation, external regulations and internal regulations

Overall rational factors that affect the organization predicted in adopting a measure of performance. Research Julnes and Holzer (2001) found that the rational factors influencing government organizations in the decision adopting performance measures. Research Wang (2002) also indicate that the availability of resources, and the deal will be the purpose of enabling organizations to develop performance measures and monitoring performance. Although rational factors is the first thing to be considered in making the decision, but we need to realize that organizations, especially public sector organizations operate and interact in an environment where many parties involved. Decision-making in the organization can not be separated from political influence organizations (Morrow and Hitt, 2000) originating from outside and within the organization. Furthermore, Fisher (1986 in Julnes and Holzer, 2001) states that a rational framework should also be placed also in the political framework. Politics in the organization of the disagreement arises from the elements. Research will be undertaken (Sihaloho, 2005) proved that rational factors (resources, information, goal orientation, and external regulations) significantly affects the adoption of performance measures in government agencies. However, this study failed to prove the influence of internal regulations of the adoption of a measure of performance. Policies adopted a measure of performance in government agencies are more affected by the provisions of the mandate or outside agencies (eg government regulations, presidential instructions and local regulations) rather than the leadership of the institution (internal regulations).

According to research (Sihaloho, 2005) some rational factors that predicted a significant effect on the implementation of performance information is a factor of resources, information and orientation purposes. The results showed only factor that goal orientation information and significant effect on the performance of information, while the factor of internal regulations not been demonstrated significantly influence the implementation of performance information. Effect of internal regulations that are not significant to the implementation of performance information shows the utilization of performance information is done without regard to the management of an organization's policies. Research conducted by Basri et al., (2007) showed that the only variable that information and goal orientation has an influence on the implementation of performance measures.

4. Study Model and Hypothesis

Based on the theoretical framework have just described, the the theoretical framework is as below :



This study is aimed to determine the causal relationships between variables through hypothesis testing :

Hypothesis 1 : rational factors significantly influence the adoption of measures of performance in local government agencies.

Hypothesis 2 : rational factors significantly influence the implementation of the performance information on local government agencies.

5. Methodology, Finding and Discussion

Sekaran (2003: 118) states that the design of the study is the plan of the structure that directs the process of

research and research results as far as possible be valid, objective, efficient, and effective. The study design consisted of: (1) the purpose of the study; (2) the type of research; (3) the area of intervention research; (4) study setting; (5) units of analysis; and (6) the span

Referring to the opinion of Sekaran (2003) above, the design of this study are as follows:

1. Purpose of the study

The purpose of this study was to test the hypothesis that developed berdasarkan theories and previous studies. Hypothesis constructed to explain the phenomenon of relationships between variables, where the relationship of these variables can be correlational and causal relationships

2. This type of research

This research is an explanatory research to clarify the phenomena that occur empirically (real world) and tried to get an answer (verification) a causal relationship between variables through hypothesis testing.

3. Intervention researchers

Researchers do not have the ability to intervene, either to control or manipulate the variable as the variable already exists or ex post facto

4. Study setting

Given the purpose of research is to test the hypothesis, it is necessary data derived from actual environment, which is a survey of the echelon in Banten

5. The unit of analysis

The unit of analysis of this study is that the echelon individual units working in government agencies in Banten.

6. The timeframe

Viewed from the side of the span (time horizon), is classified as a cross-sectional research studies. That is, the study was conducted with data collection is quite simply one time only, in this case by taking the period of 2010. The population is a group of people, events or things that have certain characteristics. The population in this study is a local government agency in the province of Banten. The sample in this study is the Echelon II, III, IV which are in each local government agencies (departments and agencies) in Banten province, which is chosen randomly (simple random sampling) in order to reflect the level of adoption and implementation in government agencies area.

Sampling technique in this research is judgment sampling method, also known as purposive sampling as the determination of the sample. Judgment sampling is a sampling technique that is performed based on the characteristics assigned to the corresponding elements of the target population with the purpose or research problem, in the determination of criteria, subjectivity and experience researcher role. Determination of criteria is possible because researchers have considered - specific considerations in the decision-sample (Indriantoro and Supomo, 2002: 131).

The type of data in this research is the data subject, the type of research data in the form of opinions, attitudes, experiences, or characteristic of a person or group that is the subject of research (the respondent). (Indriantoro and Supomo, 2002: 145). The data collection techniques were performed in this study is a field study conducted by survey method through questionnaires as the primary data to ask respondents directly. Questionnaires were distributed and delivered directly to the respective government agencies and take the questionnaire conducted with the respondents directly based on the agreed time.

6. Conclusion

Availability information, resources, provision government regulation affects the adoption of size performance and performance information. The theories that already exist about accounting, management and organization make more emphasized linkages, that the influence of information Availability information, resources, provision government regulation and their impact on the adoption of size performance. The results of the theoretical evidence from this study can be used to solve problems that occurs on the adoption of size performance and performance information.

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