

The Effect of Organization Commitment and Public Accountability Toward Public Organization Performance (Study at Regional Hospital in Praya, Indonesia)

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Abstract

This research aims to determine the effect of organizational commitment and accountability toward the performance of public organizations at the General Hospital in Praya of Central Lombok District. This research is an explanatory research with a quantitative approach. The populations in this study were 356 employees at General Hospital in Praya District. Total of sample was determined by proportional stratified that is random sampling with 78 respondents consisting of officers and staff of the hospital. Data analysis tool used in this research is Partial Least Square (PLS). The results showed that: 1) organizational commitment positively affects the performance of public organizations and 2) public accountability influenced positively on the performance of public organizations.

Keywords: *organizational commitment, public accountability, performance of public organizations*

1. INTRODUCTION

Government efforts to improve the quality of public health at affordable cost was done by local governments with continuous improvement (continuous improvement), both in the areas of administration, services, technology, health and so on. Decree of the Minister of Health of the Republic of Indonesia Number 228 / Menkes / Skill / 2002 on Guidelines for Preparation of the Minimum Service Standards hospital which must be implemented by local governments and Law No. 32 of 2004 on Regional Government which states that health development is one of the required fields implemented by local government province/district/mayor and full responsibility for the implementation of health development in improving the public health. In addition, it also issued the Decree of the Minister of Health of Republic of Indonesia Number: 004 / Menkes / Sk /I/2003 on Decentralization Policies and Strategies in Health. The success of this decentralization needed commitment from local government, the legislator, the public and other stakeholders on continuously in health development.

The hospital has a role in providing health care services and qualified professionals and affordable for all societies' life, and provide primary health care and health services continued to appropriate hospital grade and standards that have been set where the hospital is spearheading the development of public health. However, there are few complaints that had been directed at the quality of hospital service performance that is considered still low.

The performance of public organizations is the final result (output) organization in accordance with the objectives of the organization, transparency in accountability, efficient, according to the will of the services of the organization, the vision and mission of the organization, quality, fair, and is administered by means of adequate infrastructure in Kumorotomo (2005), Performance should be measured and reported in terms of performance reports. Reporting of performance information is very important, both for internal and external parties. For internal parties, managers need performance reports from his staff to improve performance accountability. For external parties, such performance information is used to evaluate the performance of the organization, assess the level of transparency and public accountability (Deddi, 2010).

Performance is one factor that can be used to improve organizational effectiveness (Sumadiyah and Susanta, 2004). The more effective and efficient organization would affect the organization's ability to survive. The performance of a hospital is not just simply measured in terms of financial accountability, but nonfinancial also be measured on how successful hospitals in providing health services to the community.

Services presented by Praya Hospital today that many people complain about this, although it is basic, it should still be considered by the hospital because patients are greatest assets in maintaining the hospital in

existence so that the needs of the patient into the hospital needs as well. Needs of hospital patients should not only be treated with a good attitude, polite, suave, also need the comfort and safety of patients and hospital hygiene, frequent loss of luggage patients, drugs in hospital pharmacies are often empty and the number of nurses who treat patients without a smile (www.sasambonews.com), is a form of service that needs to be improved through the commitment must be established organization and cultivated in order to improve the performance of hospitals Praya.

In addition, to help hospitals in order to be better in terms of services, the management of the District General Hospital Praya should be able to raise the status of type C hospital to hospital type B, which so far has not addressed the results, due to the limited medical personnel (specialists) and in terms of completeness of facilities and infrastructure.(Www.suara NTB.com)

Upgrading the hospital is not merely a question of prestige. But more on improving the quality of health services to the community, so that people will be helped. With the status assessment hospitals will require managers to fully perform the functions management such as planning governance and management of resources better, as well as guidance and coordination to the entire staff at the hospitals, evaluation and monitoring, as well as the election the right staff who are dedicated to doing the jobs associated with of community service.

The Management of Praya hospital always working to improve the performance and professionalism in managing hospitals in order to raise the status of the hospital into a hospital grade C grade B. this will certainly affect the effort improving the quality to realize government good governance. Therefore we need a professional hospital management towards the creation of a public institution oriented to value for money (economy, efficiency, and affectivity).

One of the factors to create value for money is a commitment that is created by all the individual components in the operational running of the organization. Organizational commitment can affect the performance of the organization that also has an impact on the success of the implementation of good governance. Organizational commitment showed strong confidence and support of the values and goals (goal) is to be achieved by the organization (Mowday et al. 1979). Mayyer and Allen (1997) formulated a definition of the commitment within the organization as a psychological construct which is characteristic of the relationship with the organization and its member organizations have implications for an individual's decision to continue its membership in the organization. Based on these definitions members who have committed to the organization would be able to survive as part of the organization rather than members who do not have a commitment to the organization. A high commitment will affect the employment situation professionally it will result in increased achievement of the target institution/organization of the public servant in accordance with the principle - the principle of good governance, including an effective, efficient, visionary strategic, results-oriented and transparency(Syafrion,et al., 2015).

Some previous studies show an association with the organization's commitment to organizational performance. The study was conducted among others by Savitri (2011), Hardianti (2011), and Puspasari (2014), suggests that the commitment the organization has an influence on organizational performance. These studies also supported by Nikikosasih (2014), in which the organization's commitment positive and significant impact on the performance of the organization, however the above results are not consistent with the results of research conducted by Sutrisno and Purnomosi (2013) in his research stating that organizational commitment negatively affect the performance of Bangkalan regency, which means that the higher the commitment of the organization, will degrade performance Bangkalan regency. The results of such research due to the difference in the values that exist in individuals, working pressure, cultural and geographical conditions even family conflict effect on organizational commitment.

In addition to organizational commitment, in the context of accountability of government organizations is also one of the keys to achieving performance and good governance. According to Mardiasmo (2004), public accountability is the obligation of a fiduciary (agent)to provide accountability, presenting, reporting and disclose all activities and activities that are its responsibility to the mandate giver (principal) who has the right and authority to request those responsible.

With the lack of accountability in the public sector is expected to answer the concerns of stakeholders of and users other information. Besides the impact that then arises is the demand on organizations to create the performance as a prerequisite for the implementation of the organization by promoting accountability, transparency and public participation as part of the stakeholder organizations, where the performance of the organization is the organization's objectives.

Research showing the relationship between public accountability with the performance of public organizations have been carried out by Citra (2010 and, Fakhri (2011) show the results of that public accountability significant positive effect on managerial performance. While research Emery (2014) is not consistent with the above study that says accountability the public is not positive significant effect on managerial performance SKPD due to respondents not understanding the principle of accountability for planning or implementation of the budget to the public and not give an account of all the activities and the activities carried out should be reported and be accountable to Parliament and the public.

2. THEORETICAL BASIS AND HYPOTHESES

2.1. Organization Commitment

Organizational commitment is a commitment that is created by all the individual components in the operational running of the organization. According to the Judge (2006) described that the organization's commitment is shown in the attitude of the receiver toward strong conviction to the values and goals of an organization, as well as a strong impetus to maintain membership in the organization in order to achieve organizational goals. Kurniawan (2013) the commitment can be realized if the individual in the organization do the the rights, and obligations in accordance with the duties and functions of each organization, due to organizational objectives are the work of all members of the organization that is collective. If an organization has a strong commitment so it can influenced on the performance of the organization.

There are three components of the model proposed by Allen and Meyer (1997), those are: (1) the effective commitment; (2) Commitment continuation; (3) Normative commitment of these three pillars can be explained that affective commitment is the emotional connection of employees, identification, and involvement in the organization. Continuance commitment is a commitment by losses related to the release of the employees of the organization. This may be due to loss of seniority on promotion or benefits and normative commitment is a feeling of obligation to remain in the organization because it must be so; the action is the right thing to do.

Furthermore Mowday in Sabrina (2011) suggests that organizational commitment woke up when each individual develops three interrelated attitudes towards the organization, among others: (1) Identification which is understanding or appreciation of the objectives of the organization; (2) involvement (involvement), that feeling of being involved in an occupation or a feeling that the work is fun; (3) Loyalty (loyalty), the sense that the organization is the place to work and live.

2.2. Public Accountability

Public accountability is the obligation of a fiduciary (agent) to provide accountability, presenting, reporting and disclose all activities and activities that are its responsibility to the grantor trustee (principal) who has the right and authority to hold accountable those (Mardiasmo 2009: 20).

In the context of government organizations, public accountability is the provision of information on the activities and performance of the government to the parties concerned. The main emphasis of public accountability is the provision of public information and constituents situation the stakeholders (stakeholder).Public accountability is also associated with the obligation to explain and answer the question of what has been, is, and planned for public sector organizations (Mahmudi, 2013).

Public Accountability consists of vertical and horizontal accountability. Accountability vertical is accountable to a higher authority, while the horizontal accountability is accountability to the public at large or to a neighbor other institutions that do not have a superior-subordinate relationship (Mardiasmo, 2009).

According to Mardiasmo (2009: 21), public accountability is the provision of information and disclosure on the activities and financial performance of the government to the parties with an interest in the report based on the concept that refers to the responsibility of a manager of an activity economically and efficiently to the giver responsibility.

Public accountability must be done by the public sector organization consisting of several dimensions. Ellwood (1993) explains there are four dimensions of accountability that must be met by the public sector organizations, among others: (1). Accountability honesty and legal accountability(accountability for probity and legality),Accountability honesty with regard to avoidance of abuse of office (Abuse of power),while the legal accountability associated with the guarantee of compliance with laws and regulations required in the use of public resources; (2) Accountability process(process accountability), related to whether the procedures used in performing the tasks are quite good in terms of adequacy of accounting information systems, management information systems and administrative procedures; (3) Accountability program(program accountability),related to the consideration of whether the goals set to be achieved or not and whether it has considered alternative programs that provide optimal results at minimal cost; (4) Accountability policies (policy accountability), related to accountability both central and local governments over the policies taken by the government against DPR / DPRD and the wider community.

2.2. Hospitals and Hospital Performance

According to the Law - Law No. 44 year 2009 at Hospitals, which referred with the hospital is a health care institution that organizes personal health services in plenary that provides inpatient, outpatient, and emergency department. From this sense, the hospital did a miraculous kind of services including medical services, services of Supporting of medical care services, rehabilitation services, prevention and health promotion, as a place of education or training of medical and medical, as well as the research and development of science and technology health.

Performance is a symbol of the achievement of the implementation of an activity or program or policy in achieving the goals, objectives, mission, and vision of the organization (Kurniawan, 2013). Organizational performance is the totality of the work achieved an organization (Pasolong, 2013). Meanwhile, according to

Authority (1992) and Atmosudirjo (1997) explains the notions of organizational performance is as overall organizational effectiveness for specifying needs of each group relating through systematic efforts and enhance the organization's ability continuously to achieve their needs effectively.

According to Mathis and Jackson (2004) in Hardianti (2011) performance is essentially influenced by three factors: (1) organizational factors, including training and development, equipment and technology, labor standards, management and co-workers; (2) Individual factors, including aptitude, interest and personality factors; (3) psychological factors, including motivation, work ethic, attendance and design tasks.

The good performance measurement system must have reliable performance and quality, so it requires the use of performance measures that do not rely solely on the financial aspects but also pay attention to the non-financial aspects. This is in line with the statement Mardiasmo (2004) which defines the measurement of the performance of public sector organizations as a system that aims to help public managers assess the achievement of a strategy by means of financial and non-financial measure.

According to Mahmudi (2013), the objective measurement of performance in the public sector are: 1) Determine the level of achievement of the objectives of the organization; 2) Provide a means of employee learning; 3) Fix the subsequent performance; 4) Provide systematic consideration in making the decision on granting of reward and punishment; 5) to motivate employees; 6) Creating public accountability of the State Administration Institute (2003: 3) states that the performance is an overview of the level of achievement of the implementation of an activity/policy in achieving the objectives, mission, and vision of the organization. From the above understanding can be explained that the performance is a process of feedback on past performance is used to enhance productivity in the future for the ongoing process. To do the required performance measurement performance indicators which will then be compared to the performance targets or performance standards. LAN (2003: 13) defines performance indicators as a measure of quantitative and qualitative describe the level of achievement of a goal or goals that have been set, and to measure the performance required performance indicators that are divided into six groups of indicators, namely: Input (*inputs*) is everything needed so that the implementation of activities and programs can run or in order to produce output, for example: human resources, funds, materials, time, technology and so on; Process (*process*) is a scale that shows all the efforts made in order to process inputs into outputs; Outputs (*outputs*) are all in the form of products / services (physical or non-physical) as a direct result of the implementation of a program of activities and based on the inputs used; The results (*outcomes*) are everything that reflects the functioning of output activity in the medium term. Outcomes are a measure of how much of each product / service can meet the needs and expectations of society; Benefits (*benefits*) are the usefulness of an output that is beneficial to the people. The availability of facilities that can be accessible to the public; Impact (*impacts*) is a measure of the influence of social, economic, environmental or other public interests started by the achievement of the performance of each indicator in an activity.

2.4. Conceptual Framework

The conceptual framework referred to as a concept to explain, reveal and show the linkages between variables to be studied is the influence of organizational commitment and accountability on the performance of public organizations and their implications for the implementation of good governance.

For more details, influence between independent variables and the dependent variable can be seen in the figure below:

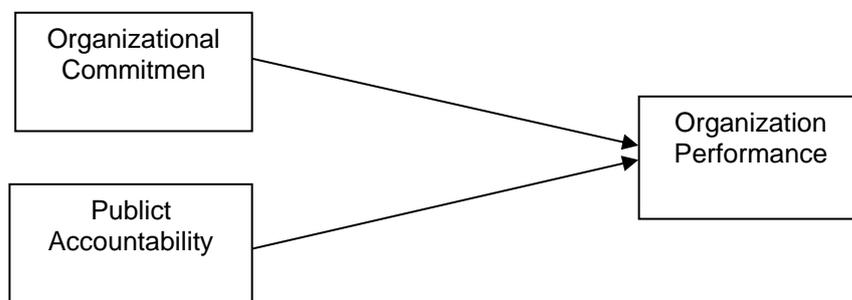


Figure 1: Theoretical Framework of The Study

2.5. Hypothesis Development

Based on the above can be the development of the following hypotheses:

H₁: Organizational Commitment influenced positively toward the performance of public organizations.

H₂: Public accountability influenced positively toward the performance of public organizations.

3. RESEARCH METHODS

3.1. Research Type

Type of research used in this study is the exploratory type. Process (process) is a scale that shows all the efforts made in order to process inputs into outputs. The approach used in this study is a quantitative approach. The research is to obtain data in the form of numbers and statistical analysis using (Sugiyono, 2013).

3.2. Population and Sample

The populations in this study were all employees of hospitals Praya competent or directly involved in the policy-making process through the implementation of the organization's commitment and accountability consisting of (Echelon II, III, and IV), treasurer of the hospital and employees (nurses) directly involved in the implementation of the organization's commitment at Praya Hospital. The population in this study amounted to 356. The size of the sample used in this study was determined by using the technique Slovin resulting samples with 78 respondents. The sampling technique in this study was stratified random sampling, the sampling technique representative, taking the subjects from each stratum or region specified in a balanced or proportional (Arikunto, 2010: 127).

3.3. Measurement Models

The measurement used Partial Least Square estimation method, the full path diagram Obtained models, influence organizational commitment and accountability of the public on the performance of public organizations.

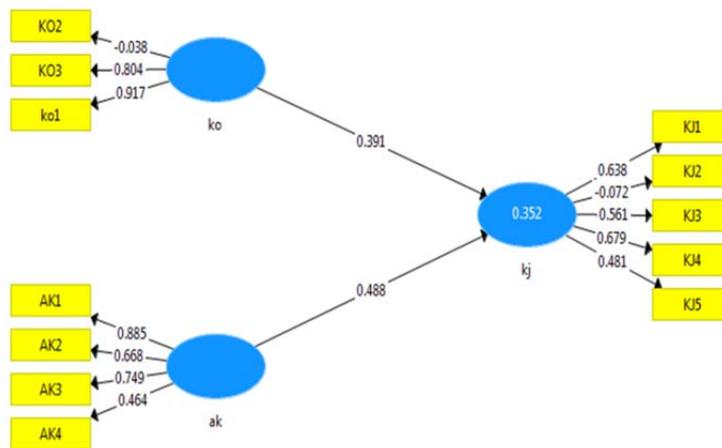


Figure 2. Standard Coefficient of Structural Modeling

3.4. Data Analysis

3.4.1. Analysis of Partial Least Square (PLS)

1. Evaluation of Measurement Model (Outer model).

This aims to determine the validity and reliability of indicators reflective, with determining the method of analysis algorithms. The evaluation was done with measurement model by analyzing the value of Convergent validity, discriminant validity and reliability of composite.

a. Validity Convergent

This aims to determine the validity of any relationship between the indicators with latent variables. Results of Convergent served on table 1 below:

Table1. Values of variables Factor Loading Research

No.	Variable / Indicator	Loading Value	Description
1.	Organizational Commitment:		
	- Identification (KO1)	0.992	Meet the validity Convergent
	- Loyalty (KO3)	0.619	Meet the validity Convergent
2.	Public Accountability:		
	- Honesty Account & law (AK1)	0.968	Meet the validity Convergent
	- Account Process (AK2)	0.583	Meet the validity Convergent
	- Program Account of AK3	0.638	Meet the validity Convergent
3.	Public Organization Performance		
	- Inputs (KJ1)	0.835	Meet the validity Convergent
	- Outcomes (KJ4)	0.836	Meet the validity Convergent

From table 1, it can be explained that all the indicators have met the *validity Convergent* because it has a loading factor > 0.40. While the indicator value loading factor <0.40 have been excluded from the table because they do not meet the convergent validity.

b. Discriminant validity.

Validity discriminant used to prove that the latent constructs predict the size of the construct better than the size of the other constructs. Discriminant validity was tested by analyzing the value *cross loading* for each variable in which the construct being measured is greater than the other constructs.

Table 2. Assessment of cross loading

	KO	AK	KJ
KO1	0.992	0.033	0.455
KO3	0.619	-0.053	0.072
AK1	0.080	0.968	0.398
AK2	-0.091	0.583	0.111
AK3	-0.246	0.638	0.045
KJ1	0.350	0.309	0.835
KJ4	0.364	0.294	0.836

Based on Table 2, it can be seen that the intersection the value of cross loading KO (0.992 and 0.619) is greater than the value of the other cross loadings AK (0.033 and -0.053) and KJ (0.455 and 0.072) Likewise with the intersection of the cross loading value AK and KJ. Having a cross loading value is greater than the value of cross loading other, meaning that all variables have met discriminant validity.

c. Composite Reliable

To test the reliability of the variables/constructs to analyze the reliability of composite value is used to test the accuracy of the indicator in measuring the variables/constructs.

Table 3. Analysis of Composite Reliability

Variable	Reliability Composite	Description
KO	0.804	Meet reliability composite
AK	0.784	Meet composite reliability
KJ	0.822	Meet composite reliability

Based on Table 3, it shows that the value of Composite Reliability has a value upper than 0.70 and this is stated well. Thus all the variables of organizational commitment, public accountability, and performance of public organizations have reliable and appropriate for use in this study.

2. Structural Model (Inner Model)

Structural model testing was conducted to see the relationship between variables construct the latent variables. Inner model was evaluated by using the coefficient of determination (R^2) and predictive relevance (Q^2).

a. Testing coefficient of determination (R^2)

The testing coefficient of determination (R^2) was conducted to predict the strength of structural models. The test results of R-Square can be seen in Table 4.

Table 4. The value of R-Square

Construct	R-Square	Description
KJ	0.306	moderate Model

Based on Table 4, this Shows that the value of R-Square (R^2) for the performance of public organizations by 0.306 or 30.6 % classified as moderate models, meaning that variable organizational commitment and accountability of public capable of explaining the variance of performance of public organizations by 30.6%, while 69.3% is explained by other variables outside the study.

b. Relevance Predictive Testing (Q^2).

Measurement of observed values generated by the model is done by testing the relevance of predictive (Q -Square). The results of the analysis of Q -Square can be seen in Table 5.

Table 5. Values Q -Square-Square

Construct	Q	Description
KJ	0.106	predictive relevance Carries

Based on table 5 above, Q -Square is 0.106 so that it can be stated that the research model has predictive relevance.

c. Hypothesis Testing

Hypothesis testing is done by analyzing the value of the path coefficients (path coefficients) after Bootstrapping. Hypothesis testing is done by comparing the value of the t-statistic with t-table value. In addition to test the hypothesis can be done by analyzing the significance of P-Value compared to the error rate specified in the study. The results of the analysis of path coefficients (path coefficients) are presented in Table 6 below:

Table 6. Results of Path Coefficient Analysis (Path coefficients)

Variable	Original Sample (O)	Q Statistic (IO/STDEV)	P Values	Description	Decision
KO → KJ	0.351	1.778	0.038	Significant	accepted hypothesis
AK → KJ	0.420	1.851	0.032	Significant	accepted hypothesis

The explanation of the results of hypothesis testing based on Table 6 Above can be described as follows:

The first hypothesis states that organizational commitment variable influenced positively toward the performance of public organizations. Table 6 Shows that the test Organizational Commitment to Organizational Performance has a value of t-statistics for 1.778 which is greater than the value of the t-table at alpha 5% amounting to 1.67. Therefore it can be said that the hypothesis is accepted. P-Values between KO with KJ were 0.038, this showed significant at the alpha level of 0.05 (5%), which means that organizational commitment significantly influence the performance of public organizations. Meanwhile, to analyze the direction relation variable by looking at the path coefficient value (original samples) between the variables of organizational commitment (KO) with the performance of public organizations (KJ) was 0.351 with a positive direction.

The second hypothesis states that public accountability variable influenced positively toward the performance of public organizations. Table 6 shows that the testing of organizational commitment and organizational performance has a value of t-statistic of 1.851 which is greater than the value of the t-table at alpha 5% amounting with 1.67. Therefore it can be said that the hypothesis is accepted. P-Values between AK with KJ were 0.032, this showed significant at the alpha level.

4. CONCLUSION

Based on the analysis of research it can be concluded as follows, organizational commitment influenced significantly positively toward the performance of public organizations. This means that the first hypothesis is accepted. Public accountability influenced positively and significantly toward the performance of public organizations. This means that the second hypothesis is also accepted.

5. SUGGESTION

Suggestions that could be stated in this research are, first, suggested to the hospital to further improve the performance of hospitals optimally as expected by all parties, it is necessary to apply management control. This is caused because of the important role of management of Regional Hospital towards the success of the hospital in improving performance. Besides that, it is necessary to reward and human resources quality improvement leading to increase welfare and office parties involved in hospitals. The important factor also is the implementation of punishment which serves as a counterweight. Increasing knowledge and expertise, increasing the availability of facilities and infrastructure and controlling management solidly will be able to improve organizational performance of hospitals. Second, To the other researchers needs to be studied more in depth other variables that are not included in the study were about improving performance of hospitals such as internal and external environment of the organization, the work ethic, organizational structure, management control, governance and so on. In addition, the object of the research limited at hospitals in Central Lombok regency cannot be the conclusion of the performance of hospitals, both public and private hospitals and local government hospital.

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