

**THE DETERMINANTS OF THE USE OF PERFORMANCE MEASUREMENT  
SYSTEMS IN LOCAL GOVERNMENT  
OF SOUTH SUMATERA**



Undergraduate Thesis By:

**PUTRI REGINA AZ ZAHRA**

**01031382025143**

**ACCOUNTING**

*Submitted as One of the Requirements to Obtain a Bachelor of Economics Degree*

**MINISTRY OF EDUCATION, CULTURE, RESEARCH, AND**

**TECHNOLOGY**

**UNIVERSITAS SRIWIJAYA**

**FACULTY OF ECONOMICS**

**2024**

**LETTER OF COMPREHENSIVE EXAM APPROVAL**

**THE DETERMINANTS OF THE USE OF PERFORMANCE  
MEASUREMENT SYSTEMS IN LOCAL GOVERNMENT OF SOUTH  
SUMATERA**

Submitted by

Name : Putri Regina Az Zahra  
NIM : 01031382025143  
Faculty : Economics  
Department : Accounting  
Field of Study : Public Sector Accounting

Approved to be used in Comprehensive Examination.

Approval Date

Date : 14 May 2024

Supervisor

Chairman



**Agil Novriansa, S.E., M.Sc., Ak.**  
NIP. 199011292018031001

# LETTER OF UNDERGRADUATE THESIS APPROVAL

## THE DETERMINANTS OF THE USE OF PERFORMANCE MEASUREMENT SYSTEMS IN LOCAL GOVERNMENT OF SOUTH SUMATERA

Disusun oleh:

Nama : Putri Regina Az Zahra  
NIM : 01031382025143  
Fakultas : Ekonomi  
Jurusan : Akuntansi  
Bidang Kajian/Konsentrasi : Akuntansi Sektor Publik

Telah diuji dalam Ujian Komprehensif pada tanggal 13 Juni 2024 dan telah memenuhi syarat untuk diterima.

Panitia Ujian Komprehensif,  
Palembang, 19 Juni 2024

Pembimbing,



Agil Novriansa, S.E., M.Sc., Ak., CA.  
NIP. 199011292018031001

Penguji,

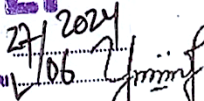


Dr. Hasni Yusrianti, M.A.A.C., Ak., CA.  
NIP. 197212152003122001

Mengetahui,

ASLI Sekretaris Jurusan Akuntansi,

JURUSAN AKUTANSI  
FAKULTAS EKONOMI UNSRI

21/06/2024  


Dr. E. Yusriani, S.E., M.Si., Ak., CA.  
NIP. 197704172010122001

## STATEMENT OF RESEARCH INTEGRITY

The undersigned,

Name : Putri Regina Az Zahra  
NIM : 01031382025143  
Faculty : Economics  
Department : Accounting  
Field of Study/Concentration : Public Sector Accounting

Hereby declare that the Undergraduate Thesis entitled :

### **THE DETERMINANTS OF THE USE OF PERFORMANCE MEASUREMENT SYSTEMS IN LOCAL GOVERNMENT OF SOUTH SUMATERA**

Supervisor : Agil Novriansa, S.E., M.Sc., Ak., CA.  
Examination Date : June 13<sup>th</sup>, 2024

Is indeed the result of my own work. There are no citations from the works of others that I have not appropriately referenced in this undergraduate thesis.

I make this statement in good faith, and should it be proven false in the future, I am willing to forfeit my graduation status and academic degree.

Palembang, 20 June 2024



**Putri Regina Az Zahra**  
NIM. 01031382025143

## MOTTO AND DEDICATION

إِنَّمَا يَخْشَى اللَّهَ مِنْ عِبَادِهِ الْعُلَمَاءُ

“Only those fear Allah, from among His servants, who have knowledge.”

(Quran 35:28)

*Veritas et Excelsior*

"Welcome to the real world. It sucks. You're gonna love it."

-Monica Geller

This undergraduate thesis is tributed to:

- Allah SWT
- Myself
- Papa & Mama
- Family & Friends
- Alma Mater

## PREFACE

Praises and gratitude are extended to Allah SWT for His blessings and grace, which have enabled the completion of this undergraduate thesis titled "The Determinants of the Use of Performance Measurement System in Local Government of South Sumatera." This thesis is submitted as one of parts of the requirements for earning a Bachelor of Economics degree in the Department of Accounting, Faculty of Economics, Universitas Sriwijaya.

This undergraduate thesis investigates the impact of the use of Performance Measurement System (PMS) in five cities/regencies in South Sumatera Province. There are six indicators of PMS and are determining how the effect of the indicators in the use of PMS itself contributed in the local government of South Sumatera Province.

Through this work, the author aims to contribute to the field of accounting. However, it is essential to recognize that all research endeavours have their limitations. The author apologizes in advance for any constraints that may have affected the comprehensiveness of this study. It is hoped that this research will provide valuable insights and serve as a foundation for future studies.

Palembang, June 24<sup>th</sup> 2024



Putri Regina Az Zahra

NIM. 01031382025143

## ACKNOWLEDGEMENT

Praise and gratitude to Allah SWT for His countless blessings and guidance, which have enabled the author to complete this undergraduate thesis entitled "The Determinants of the Use of Performance Measurement Systems in Local Government of South Sumatra." I wish to express my sincere appreciation and gratitude to everyone who has contributed to this academic endeavour.

1. **Mr. Prof. Dr. Taufiq Marwa, M.Si.**, as the rector of Universitas Sriwijaya. As well as the **vice rectors, all leaders** of Universitas Sriwijaya;
2. **Mr. Prof. Mohamad Adam, M.E., vice of deans, all lecturers** of Faculty of Economics, Universitas Sriwijaya;
3. **Mr. Agil Novriansa, S.E., M.Sc., Ak., CA., CRP., ACPA.**, as my undergraduate thesis advisor, for the knowledge, help, guidance, support, and encouragement. Thank you for not being bothered in writing my recommendation letters, thank you for the advices for scholarships, PACTA, and many more, and, thank you for your patience with my many irrelevant-academics questions;
4. **Mrs. Dr. Hasni Yusrianti, S.E., M.A.A.C., Ak., CA.**, as my undergraduate thesis examiner, likewise thank you for the advices, critics, feedbacks, knowledge, and supports;
5. **Papa & Mama** for gazillion time, thank you for the supports, prayers, opportunities, and loves. Thank you;
6. **Kakak & Adek** for being my anchors, thank, you! For everything, thank you for not easily giving up. Thank you for being my brothers;
7. **Mr. Agung Putra Raneo, S.E., M.Si.**, thank you for being my mentor, thank you for the opportunities, supports, guidance, criticisms, and encouragements. Thank you for lots of sharing, the lots of conversation, the lots of insights;
8. **Mr. Dr. M. Ichsan Hadjri, S.T., M.M.**, thank you for the encouragements, helps, supports, and advices;

9. **Mrs. Fida Muthia, S.E., M.Sc.**, thank you for the sharing, help, and knowledge, also thank you for inspiring me so much. Thank you for writing my recommendation letter as well;
10. **Mbak Okky Kurnia Ningsih, S.E.**, for all the help since the first day era;
11. **Kak Rahmadi**, for all the help especially the comprehensive exam, judiciary, and the graduation processes, thank you, kak Madi!
12. **Mr. Hafiez Sofyani, S.E., M.Sc.**, thank you for the journal and questionnaire reference;
13. My dorotheas, **Caroline Fitri Aurora, Wina Nurhaliza, and Sabila Putri Ramadhani**, thank you for keep listening to my never-ending stories. Thank you for being my safety-net and comfort zone, thank you for keep me sane and surviving my university life. Thank you for make the college life that I could dreamt of, thank you for the help, the encouragement, the insights, the stories, the everything;
14. **Geng Multimedia** ver. 1.0 & 2.0, kak **M. Haikal Alkaff**, kak **M. Afif Izzudin F.**, and kak **A. Ridho Firmansyah**, thank you for the Roro Jongrang works, insights, supports, and encouragements;
15. IC 2020, **Exza Hidayatullah, K. M. Irfaan Fadhil H., M. Rifqi Prabu U.**, y'all rock guys! Thank you for being my circle over the past four years;
16. **Geng Hore** as well as Member of **KSPM 2023**, thank you for being my friends, thank you for all the good times;
17. **All of the employees at the OPDs in South Sumatera** that I distributed the questionnaire and keep it updated. Also thank you to all parties involved in the preparation of this undergraduate thesis;
18. **Fellow friends, colleagues, and staffs** at the Faculty of Economics, Universitas Sriwijaya, thank you for the constant supports; and,
19. Last but not least, **Putri Regina Az Zahra**. Thank you for never giving up. Cheers to more struggles, more opportunities, more success, and more degrees.



## STATEMENT OF ABSTRACT

Saya, Dosen Pembimbing Skripsi menyatakan bahwa abstrak skripsi dari mahasiswa:

Nama : Putri Regina Az Zahra  
NIM : 01031382025143  
Fakultas : Ekonomi  
Jurusan : Akuntansi  
Bidang Kajian/Konsentrasi : Akuntansi Sektor Publik  
Judul Skripsi : The Determinants of the Use of Performance Measurement System in Local Government of South Sumatera

Telah kami periksa cara penulisa, *grammar*, maupun susunan *tenses*-nya dan kami setuju untuk ditempatkan pada lembar abstrak.

Palembang, 20 Juni 2024

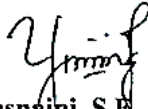
Ketua,



Agil Novriansa, S.E., M.Sc., Ak., CA.  
NIP. 199011292018031001

Mengetahui,

Sekretaris Jurusan Akuntansi,



Dr. E. Yusnaini, S.E., M.Si., Ak., CA.  
NIP. 197704172010122001

## ABSTRACT

### THE DETERMINANTS OF THE USE OF PERFORMANCE MEASUREMENT SYSTEMS IN LOCAL GOVERNMENT OF SOUTH SUMATERA

By:  
**Putri Regina Az Zahra**

This study investigates the determinants influencing the use of performance measurement systems (PMS) in local governments of South Sumatera. The research aims to identify critical factors that affect the implementation and effectiveness of PMS in these governmental bodies. The population of this study consists of Public Servants that located in 5 cities/regencies. A total of 114 questionnaire were obtained using the purposive sampling techniques. Data analysis was performed using SEM-PLS techniques using SmartPLS software. The findings indicate that leader commitment, organizational commitment, training, and incentives significantly impact the usage of PMS. The study contributes to a better understanding of how these factors interplay and provides insights for policymakers to enhance the effectiveness of performance measurement systems in local governance.

**Keywords:** Performance Measurement System, LAKIP, Local Government, Internal Controls, Public Policy Implementation

Chairman,



**Agil Novriansa, S.E., M.Sc., Ak., CA.**  
NIP. 199011292018031001

Acknowledged by,  
**Secretary of Department of Accounting,**



**Dr. E. Yushaini, S.E., M.Si., Ak., CA.**  
NIP. 197704172010122001

## ABSTRAK

### THE DETERMINANTS OF THE USE OF PERFORMANCE MEASUREMENT SYSTEMS IN LOCAL GOVERNMENT OF SOUTH SUMATERA

Oleh:  
**Putri Regina Az Zahra**

Penelitian ini menyelidiki faktor-faktor penentu yang mempengaruhi penggunaan sistem pengukuran kinerja (PMS) pada pemerintah daerah yang berada pada lingkup Provinsi Sumatera Selatan. Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor penting yang mempengaruhi implementasi dan efektivitas PMS di Organisasi Perangkat Daerah tersebut. Populasi penelitian ini terdiri dari Pegawai Negeri Sipil yang tersebar pada 5 kota/kabupaten. Sebanyak 114 kuesioner diperoleh dengan menggunakan teknik *purposive sampling*. Analisis data dilakukan dengan teknik SEM-PLS dengan menggunakan *software* SmartPLS. Hasil penelitian menunjukkan bahwa komitmen pemimpin, komitmen organisasi, pelatihan, dan insentif berdampak signifikan terhadap penggunaan PMS. Studi ini berkontribusi pada pemahaman yang lebih baik tentang bagaimana faktor-faktor ini saling mempengaruhi dan memberikan wawasan bagi para pembuat kebijakan untuk meningkatkan efektivitas sistem pengukuran kinerja dalam pemerintahan daerah.

**Kata Kunci:** Sistem Pengukuran Kinerja, LAKIP, Pemerintah Daerah, Kontrol Internal, Implementasi Kebijakan Publik

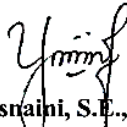
Ketua,



**Agil Novriansa, S.E., M.Sc., Ak., CA.**  
NIP. 199011292018031001

Mengetahui,

**Sekretaris Jurusan Akuntansi,**



**Dr. E. Yusraini, S.E., M.Si., Ak., CA.**  
NIP. 197704172010122001

# CURRICULUM VITAE

## PERSONAL INFORMATION

Name : Putri Regina Az Zahra  
Gender : Female  
Place, Date of Birth : Palembang, October 17<sup>th</sup> 2002  
Religion : Moslem  
Address : Jl. Pendawa Lr. Sukarela No. 840 Palembang 30118  
Email : putri.regina.a17@gmail.com



## FORMAL EDUCATION

2020 – 2024 : Bachelor of Economics, Universitas Sriwijaya  
2017 – 2020 : SMA Xaverius 1 Palembang  
2014 – 2017 : SMP Xaverius 3 Palembang  
2008 – 2014 : SD Xaverius 3 Palembang  
2008 – 2006 : TK Aisyiah Bustanul Alfa 10 Palembang

## ORGANIZATIONAL EXPERIENCE

2023-2024 : Head Division of External Relations at KSPM FE UNSRI  
2022-2023 : Expert Staff at Women Empowerment BEM FE UNSRI  
2022 : Person in Charge of Professional Accountant Talks (PACTA)  
part of SAND IMA FE UNSRI 2022  
2021-2023 : Staff at Social and Religion Division, IMA FE UNSRI

## AWARDS AND RECOGNITION

- First winner of Faculty of Economics Debate Championship in 2022
- Third Winner of Sriwijaya Debate Championship in 2022

## TABLE OF CONTENTS

COVER .....	i
LETTER OF COMPREHENSIVE EXAM APPROVAL .....	ii
LETTER OF UNDERGRADUATE THESIS APPROVAL .....	iii
STATEMENT OF RESEARCH INTEGRITY.....	iv
MOTTO AND DEDICATION .....	v
PREFACE .....	vi
ACKNOWLEDGEMENT .....	vii
STATEMENT OF ABSTRACT .....	ix
ABSTRACT .....	x
ABSTRAK .....	xi
CURRICULUM VITAE .....	xii
TABLE OF CONTENTS .....	xiii
LIST OF TABLES .....	xvii
LIST OF FIGURES.....	xviii
CHAPTER I: INTRODUCTION.....	1
1.1. Research Background.....	1
1.2. Problem Statement .....	9
1.3. Research Objectives .....	10
1.4. Research Benefits.....	10
CHAPTER II: LITERATURE REVIEW.....	12
2.1. Grand Theory .....	12
2.1.1. Institutional Theory .....	12
2.1.2. New Public Management Theory.....	13
2.1.3. Performance Measurement System.....	14

2.2.	Organizational Commitment.....	15
2.3.	External Pressure.....	15
2.4.	Leader Commitment.....	16
2.5.	Training.....	17
2.6.	Innovation .....	17
2.7.	Incentives .....	18
2.8.	Previous Research .....	18
2.9.	Research Framework.....	24
2.9.	Hypotheses .....	24
2.9.1.	The Influence of Organizational Commitment on the use of Performance Measurement System .....	24
2.9.2.	The Influence of External Pressure on the use of Performance Measurement System .....	26
2.9.3.	The Influence of Leader Commitment on the use of Performance Measurement System .....	27
2.9.4.	The Influence of Training on the use of Performance Measurement System .....	28
2.9.5.	The Influence of Innovation on the use of Performance Measurement System .....	30
2.9.6.	The Influence of Incentives on the use of Performance Measurement System .....	31
CHAPTER III: RESEARCH METHODOLOGY .....		33
3.1.	Scope of the Study .....	33
3.2.	Research Design.....	33
3.3.	Types and Sources of Data.....	34
3.4.	Data Collection Techniques .....	34
3.5.	Population and Sample.....	35
3.6.	Data Analysis Techniques.....	36

3.6.1. Descriptive Statistics.....	36
3.6.2. Multivariate Analysis Statistics.....	36
3.6.3. Convergent Validity .....	37
3.6.4. Discriminant Validity.....	38
3.6.5. Reliability Test.....	38
3.6.6. Variant Analysis ( $R^2$ ).....	38
3.6.7. Hypotheses Testing.....	39
3.7. Operational Definitions and Variable Measurements.....	39
3.7.1. Dependent Variable.....	40
3.7.2. Independent Variable .....	40
 CHAPTER IV: FINDINGS & DATA ANALYSIS.....	 44
4.1. Research Objective Descriptive .....	44
4.2. Research Overview .....	47
4.3. Results of Data Testing.....	53
4.3.1. Descriptive Statistics.....	53
4.3.2. Measurement Model Test or Outer Models .....	55
4.3.3. Structural Model Testing (Inner Model).....	61
4.4. Discussion .....	66
4.4.1. The Influence of Organizational Commitment on the Use of Performance Measurement System .....	66
4.4.2. The Influence of External Pressure on the Use of Performance Measurement System .....	68
4.4.3. The Influence of Leader Commitment on the Use of Performance Measurement System .....	69
4.4.4. The Influence of Training on Performance Measurement System .....	71
4.4.5. The Influence of Innovation on the Use of Performance Measurement System .....	72

4.4.6. The Influence of Incentives on the Use of Performance Measurement System .....	73
CHAPTER V: CONCLUSION AND SUGGESTIONS.....	75
5.1. Conclusion.....	75
5.2. Limitations .....	76
5.3. Suggestions .....	76
5.4. Implications.....	77
5.4.1. Theoretical Implications.....	77
5.4.2. Practical Implications.....	77
REFERENCES.....	79
APPENDIX.....	87



## LIST OF TABLES

Table 1. 1 Previous Research .....	19
Table 3. 2 Level of Regional Income.....	35
Table 4. 1 Distributed Questionnaire .....	45
Table 4. 2 Respondents' Gender.....	47
Table 4. 3 Respondent's Title.....	48
Table 4. 4 Respondent's Age.....	49
Table 4. 5 Respondent's Level.....	49
Table 4. 6 Respondent's Length of Work.....	50
Table 4. 7 Respondent's Length of Service.....	51
Table 4. 8 Respondent's Last Education.....	51
Table 4. 9 LAKIP Preparation Duration .....	52
Table 4. 10 Descriptive Statistics.....	53
Table 4. 11 Outer Loading Table .....	55
Table 4. 12 Final Outer Loadings .....	57
Table 4. 13 Discriminant Validity Fornell-Larcker Criterion.....	59
Table 4. 14 Reliability Test.....	60
Table 4. 15 Goodness Model Fit.....	61
Table 4. 16 R-Square Test.....	62
Table 4. 17 Significance Test Results .....	64

## LIST OF FIGURES

Figure 1 Research Framework .....	24
Figure 2 Research's Model .....	63

# CHAPTER I

## INTRODUCTION

### 1.1. Research Background

The concept of good governance is fundamental to the decision-making processes within societies, emphasizing collaborative efforts between government, citizens, and the private sector to establish effective administration (Adisasmita, 2011). In this context, the implementation of an efficient performance measurement system (PMS) becomes pivotal, serving as a foundation for evaluating the efficacy and accountability of governmental entities (Smith, et al., 2021). However, despite the crucial role of PMS, concrete outcomes from its implementation often remain obscure, leading to rising criticisms about its effectiveness (Yetano, et al., 2021). Furthermore, the rapid pace of global public management reforms has outstripped research efforts, underscoring the urgent need for comprehensive studies in the field of public sector performance measurement systems. Recent developments in local governments, exemplified by Depok, Indonesia, highlight the urgency for in-depth research into PMS, particularly in enhancing organizational efficiency and transparency (Gao, 2015). Factors such as organizational commitment, external pressure, leader commitment, training, innovation, and incentives play pivotal roles, directly influencing the effectiveness of PMS implementation, thus enriching the lives of citizens (Berita Depok, 2023).

The integration of managerial accounting principles within public sector accounting brings about a range of valuable outcomes for government entities. One significant advantage is the efficient allocation of resources, as managerial accounting tools enable precise budgeting, cost analysis, and performance assessment. These mechanisms are pivotal for government agencies seeking to optimize the utilization of public funds (Dimitrić, et al., 2016). Additionally, managerial accounting plays a

crucial role in strategic decision-making by providing pertinent financial information to government managers and officials. Through tools like cost analysis, budgeting, and variance assessment, it facilitates the evaluation of the financial implications of different policy decisions and strategies (Dimitrić, et al., 2016).

Furthermore, the implementation of managerial accounting in public sector accounting contributes to the evaluation of program effectiveness and performance. Key performance indicators, variance analysis, and other managerial accounting techniques offer insights into the success of public programs, aiding government entities in enhancing service delivery (Elim, et al., 2022). This focus on performance evaluation aligns with the broader goal of achieving cost efficiency and effectiveness in public sector operations. By analysing costs and identifying areas for improvement, governmental organizations can streamline processes and enhance their overall efficiency (Elim, et al., 2022).

Budgetary control is another key aspect influenced by managerial accounting practices (Helden & Hodges, 2017). Through budgeting tools, public sector entities can set financial targets, monitor actual performance, and take corrective actions to stay within budget constraints (Khan & Hildreth, 2002). Additionally, managerial accounting supports strategic planning by offering forecasting, trend analysis, and scenario planning capabilities, allowing government entities to shape their long-term direction (Khan & Hildreth, 2002).

Importantly, the implementation of managerial accounting enhances transparency and accountability in the use of public funds. By providing clear financial insights, managerial accounting practices contribute to openness and accountability, aligning with the principles of good governance (Sakapurnama & Safitri, 2013). Overall, the integration of managerial accounting in public sector accounting is paramount for fostering effective and efficient government operations, empowering decision-makers with tools and information to achieve organizational goals while maximizing value for citizens.

A related example of the practical implications of performance measurement systems can be observed in the recent evaluation conducted by the Depok Regional Inspectorate in Indonesia. This evaluation, encompassing 37 local government agencies, assessed their Performance Accountability Systems (SAKIP) for the year 2022. The outcomes revealed an average score of 71.71, categorizing the overall performance as "BB" (Very Good). This evaluation, adhering to government regulations, aimed to enhance internal oversight of agency functions, motivating them to consistently enhance their performance accountability systems. Notably, the strategic adoption of the e-SAKIP application in Depok exemplifies the city's commitment to implementing good governance practices, fostering a progressive, cultured, and prosperous environment. (Berita Depok, 2023)

South Sumatera, alike to various regions in Indonesia, has undergone profound socio-economic and political transformations. Decentralization policies have empowered local governments, necessitating more efficient service delivery mechanisms and optimized resource allocation. In this context, performance measurement systems have emerged as required tools (Halachmi & Greiling, 2013). Previous research in Indonesia has shed light on several factors influencing the effectiveness of PMS implementation, including aligning performance indicators with organizational objectives, the role of PMS in enhancing organizational performance through positive influence on public accountability, and the significance of organizational culture, external pressures, and leadership commitment in shaping PMS use and public accountability (Gębczyńska & Brajer-Marczak, 2020). However, this dynamic field calls for further in-depth research, particularly concerning factors like organizational commitment, external pressure, leader commitment, training, innovation, and incentives. A nuanced understanding of these factors not only enriches academic discourse but also provides actionable insights for policymakers, enabling local governments to enhance their performance measurement practices and overall governance structures, thereby benefiting citizens and society at large (Wibisono, 2011).

Organizational commitment refers to an employee's emotional attachment, identification, and loyalty to their organization. It represents the extent to which employees believe in and accept the goals, values, and mission of the organization, and are willing to invest additional effort to contribute to its success (Jabri & Ghazzawi, 2019). Organizational commitment plays a pivotal role in shaping the effectiveness of performance measurement systems (Syarifin & Atmaja, 2023). Organizational commitment, within the context of performance measurement systems (PMS), refers to the extent to which employees and stakeholders are dedicated, engaged, and emotionally connected to the goals and values of an organization (Syarifin & Atmaja, 2023).

Organizational commitment is a multidimensional construct, often categorized into affective commitment (emotional attachment to the organization), continuance commitment (perceived costs associated with leaving the organization), and normative commitment (feeling of obligation to stay) (Jabri & Ghazzawi, 2019). In the field of performance measurement systems, organizational commitment plays a pivotal role as it directly influences the successful implementation and outcomes of PMS initiatives (Papulová, et al., 2021).

The 2020 study by Gowon, et al., (2020) investigates the factors influencing the implementation of Performance Measurement Systems (PMS) in Local Government Institutions (LGI) in Jambi province, Indonesia. Using Institutional Theory, the research explores the impact of variables such as management commitment, leadership style, legislative mandates, Supreme Audit Board (SAB) supervision, and the use of Government Performance Accountability System (GPAS) on LGI performance and accountability. The study finds a positive effect of management commitment on the accountability and performance of public sector organizations. However, it does not demonstrate a positive impact of performance measurement system implementation on organizational performance in the Jambi local government context. The study also emphasizes the challenge of designing service effectiveness measures that align with

stakeholder needs while ensuring comparability across non-profit organizations, suggesting another area for future research to address this practical difficulty.

External pressure, within the context of the use of performance measurement systems (PMS), refers to the influence exerted on organizations by factors external to their structure and operations (Guarini, et al., 2020). These pressures can arise from various sources such as regulatory bodies, governmental policies, societal expectations, competitive forces, or economic conditions. External pressure acts as a trigger, compelling organizations to adapt their strategies, processes, and performance measurement mechanisms to align with external demands (Dubey, et al., 2017). It serves as a driving force, urging organizations to remain responsive to changes in their external environment and ensures their relevance, sustainability, and competitiveness.

For instance, regulatory requirements may necessitate specific performance indicators, environmental pressures might demand sustainable practices, and competitive pressures may require innovative approaches (Yusrianti, et al., 2023). By integrating external pressure factors into performance measurement systems, organizations can proactively address emerging challenges, adhere to legal and ethical standards, and meet societal expectations (Neely, et al., 2005). The study conducted by Murti, et al., (2021) made significant strides in understanding the influence of organizational culture, external pressures, and leadership commitment on the use of performance measurement systems in Indonesian local governments. The study acknowledges the importance of external pressure, it remains broad and unspecified.

Leader commitment in the context of the use of performance measurement systems (PMS) refers to the dedication, support, and active involvement of organizational leaders, such as top executives, managers, and supervisors, in the establishment, implementation, and continuous improvement of use the performance measurement processes (Papulová, et al., 2021). Leader commitment encompasses not only verbal endorsement but also visible actions, resource allocation, and sustained enthusiasm towards fostering a performance-driven organizational culture (Li, et al., 2019).

The study conducted by Murti, et al., (2021) made valuable contributions by examining the influence of leader commitment on the use of performance measurement systems in Indonesian local governments. The study acknowledges the importance of leader commitment, it remains at a surface level, lacking specific insights into the leadership practices and strategies that enhance the integration and effectiveness of performance measurement systems. Investigating the challenges faced by leaders in promoting performance measurement adoption and identifying best practices for overcoming these challenges could provide actionable insights for organizational leaders and policymakers.

Training refers to systematic processes designed to equip individuals with knowledge, skills, and competencies necessary to perform specific tasks or roles within an organization (Yimam, 2022). It encompasses structured learning activities, workshops, and educational programs aimed at enhancing employees' abilities, improving job performance, and enabling them to adapt to changing work requirements (Yimam, 2022). Well-trained staff can accurately interpret and utilize performance data, enabling informed decision-making. Training also cultivates a performance-oriented mindset among employees, fostering a culture where individuals actively engage with performance measurement processes and contribute meaningfully to achieving organizational objectives (Vance, 2006).

Primarisanti & Akbar, (2015)'s study revealed that training, incentives, and decision-making authority play crucial roles in shaping the development of performance measurement systems, performance accountability, and the utilization of performance information. However, a research gap surfaced due to the singular emphasis on training, overlooking possible interconnections with other pivotal factors like organizational culture and leadership styles. The research specifically indicated that training positively influenced the development of performance measurement systems, performance accountability, and the use of performance information within the Special Region of Yogyakarta's OPDs.



Innovation refers to the creation, introduction, or application of new ideas, methods, processes, products, or services within an organization. It involves the continuous pursuit of creative solutions, technologies, or practices to improve existing processes, enhance efficiency, and meet evolving needs and demands (Lee & Trimi, 2018). Innovation in the context of performance measurement systems involves the implementation of new approaches, technologies, or methodologies to enhance the accuracy, relevance, and timeliness of performance data collection and analysis. Innovative techniques, such as advanced data analytics, real-time monitoring, and predictive modelling, enable organizations to gain deeper insights into their operations (Oncioiu, et al., 2019).

Research conducted by Primarisanti & Akbar, (2015) explored the influence of training, incentives, and decision-making authority on the development of performance measurement systems, performance accountability, and the utilization of performance information within government institutions. The research findings revealed that these factors played a significant role in shaping the mentioned aspects in government organizations. Through interviews with selected respondents, it became apparent that innovation positively affected the development of the performance measurement system and the utilization of performance information. However, this innovative approach did not have a substantial impact on the performance accountability of the SKPDs in the Special Region of Yogyakarta. Despite this, employees in the local government continuously engaged in innovative practices to enhance their organizational performance.

Incentives refer to rewards, both financial and non-financial, offered to individuals or organizations to motivate specific behaviours, achievements, or outcomes (Liu & Liu, 2022). In the context of performance measurement systems, incentives can take various forms, including monetary bonuses, promotions, recognition, increased decision-making authority, or opportunities for professional development (Abdullah, et al., 2016). These rewards are designed to encourage employees to achieve performance targets, exceed expectations, and contribute

significantly to organizational goals and objectives (Liu & Liu, 2022). Incentives are crucial components of performance measurement systems, incentives serve as powerful motivators, inspiring employees to actively engage with performance measurement processes (Manjenje & Muhanga, 2021).

The study conducted by Ahyaruddin & Akbar, (2016) examined the relationship between the use of a performance measurement system and organizational factors, including the role of incentives in public sector organizations. While the study acknowledged the importance of incentives, it did not delve deeply into the specific types of incentives employed, their effectiveness, or the nuances of how different incentives impact employee behaviour and organizational outcomes.

This research aims to investigate the impact of the aforementioned variables, namely organizational commitment, external pressure, leader commitment, training, innovation, and incentives, on the utilization of the use of Performance Measurement System. This study also adapts research from (Murti, et al., 2021). The difference between this research and the study by (Murti, et al., 2021) lies in the addition of three independent variables suspected to influence the use of the performance measurement system. These three variables are innovation, training, and incentives.

Furthermore, the research conducted by Murti, et al., (2021) focused on the Local Governments in the Special Region of Yogyakarta, whereas this study examines Local Governments within the Provincial Government of South Sumatra. The selection of South Sumatra Province is justified by several reasons. Firstly, the South Sumatra Provincial Government achieved a score of BB (Very Good) in the Performance Accountability System of Government Agencies (SAKIP) assessment conducted by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) in 2021 (Kementerian Pendayagunaan Aparatur Negara-Reformasi Birokrasi, 2022). Secondly, in audits conducted by the Supreme Audit Agency (BPK) of the Republic of Indonesia, the South Sumatra Provincial Government received the Wajar Tanpa Pengecualian (Unqualified Opinion) award seven times consecutively from 2014 to 2022 (Humas Provinsi Sumatera Selatan, 2023). Thirdly, the South Sumatra Provincial Government

is actively engaged in infrastructure development in the region. According to data obtained from the Ministry of Public Works and Housing, the Provincial Government of South Sumatra received varying rankings in different fields (Kementerian Pekerjaan Umum dan Perumahan Rakyat, 2022).

## **1.2. Problem Statement**

The use of Performance Measurement System (PMS) within the local government of South Sumatra serves as a vital tool for evaluating and optimizing organizational efficiency and accountability. This systematic approach not only ensures transparent financial practices but also enables data-driven decision-making, allowing local government of South Sumatra to align its strategies with organizational objectives and enhance its overall effectiveness in managing regional finances and assets. Based on that background this study will discuss the influence of these six variables of determinacies factors of the use of Performance Measurement Systems (PMS) use. Therefore, the research problem statement for this study is as follows:

- 1.1.1. Can organizational commitment have a positive influence on the use of performance measurement system?
- 1.1.2. Can external pressure have a positive influence on the use of performance measurement system?
- 1.1.3. Can leader commitment have a positive influence on the use of performance measurement system?
- 1.1.4. Can training have a positive influence on the use of performance measurement system?
- 1.1.5. Can innovation have a positive influence on the use of performance measurement system?
- 1.1.6. Can incentives have a positive influence on the use of performance measurement system?

### **1.3. Research Objectives**

Based on the background and research problem formulation that has been outlined above, it can be determined that the objectives of this research are as follows:

- 1.3.1. To empirically examine the influence of organizational commitment on the use of performance measurement system;
- 1.3.2. To empirically examine the influence of external pressure on the use of performance measurement system;
- 1.3.3. To empirically examine the influence of leader commitment on the use of performance measurement system;
- 1.3.4. To empirically examine the influence of training on the use of performance measurement system;
- 1.3.5. To empirically examine the influence of innovation on the use of performance measurement system; and,
- 1.3.6. To empirically examine the influence of incentives on the use of performance measurement system.

### **1.4. Research Benefits**

Few research benefits from this research such as the theoretical and practical benefits, therefore:

#### **1.4.1. Theoretical benefits**

This research is expected to provide theoretical benefits by expanding the literature on the phenomenon of using Performance Measurement System (PMS), especially related to the determining factors of using PMS. This study examines organizational commitment, external pressure, leader commitment, training, innovation, and incentives. It utilizes the theories of accountability, New Public Management, and Institutional Theory as the foundations for testing the influencing factors of using Performance Measurement System in the Local Government of South Sumatra.

#### 1.4.2. Practical benefits

Performance measurement in Indonesia is carried out in the form of the Government Performance Accountability Report (Laporan Akuntabilitas Kinerja Pemerintah or LAKIP), which is based on the regulations of Law Number 15 of 2004 concerning the Examination of State Financial Management and Accountability, Government Regulation Number 71 of 2010 concerning Government Accounting Standards, Government Regulation Number 60 of 2008 concerning the Internal Control System of the Government, Presidential Regulation Number 29 of 2014 concerning the Accountability System for Government Agencies, and Ministry of Home Affairs Regulation Number 13 of 2006 concerning Guidelines for the Preparation of Government Agency Performance Accountability Reports. LAKIP itself is a form or product of the Government Performance Accountability System. Most of the outcomes of LAKIP are mere formalities and are limited to documentation rather than implementation. Therefore, it is hoped that the results of this research can provide benefits not only limited to formal documentation but also to serious implementation.

## REFERENCES

- Abubakar, A. M., Elrehail, H., Alatailat, M. A. & Elçi, A., 2019. Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge*, 4(2), pp. 104-114. <https://doi.org/10.1016/j.jik.2017.07.003>.
- Adisasmitha, R., 2011. *Pengelolaan Pendapatan dan Anggaran Daerah*. Yogyakarta: Graha Ilmu.
- Ahyaruddin, M. & Akbar, R., 2016. The Relationship Between the Use of a Performance Measurement System, Organizational Factors, Accountability, and the Performance of Public Sector Organizations. *Journal of Indonesian Economy and Business*, 3(1), pp. 1-21. 10.22146/jieb.10317. <https://doi.org/10.22146/jieb.10317>.
- Akbar, R., Pilcher, R. & Perrin, B., 2012. Performance measurement in Indonesia: the case of local government. *Pacific Accounting Review*, 24(3), pp. 262 - 291.
- Aldoseri, A., Al-Khalifa, K. N. & Hamoud, A. M., 2023. Re-Thinking Data Strategy and Integration for Artificial Intelligence: Concepts, Opportunities, and Challenges. *Applied Sciences*, 12(13). <https://doi.org/10.3390/app13127082>.
- Awan, S. H. et al., 2020. Effectiveness of Performance Management System for Employee Performance Through Engagement. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020969383>.
- Barberis, E. et al., 2019. Governance Arrangements Targeting Diversity in Europe: How New Public Management Impacts Working with Social Cohesion. *Urban Geography*. <https://doi.org/10.1080/02723638.2018.1511190>.
- Berita Depok, 2023. *Nilai SAKIP 37 Perangkat Daerah di Pemkot Depok Rata-rata Sangat Baik*. [Online] Available at: <https://berita.depok.go.id/nilai-sakip-37-perangkat-daerah-di-pemkot-depok-rata-rata-sangat-baik> [Accessed 15 10 2023].
- Brown, Trevor C., Paula O’Kane, Bishakha Mazumdar, Martin McCracken. 2019. Performance Management: A Scoping Review of the Literature and an Agenda for Future Research.. *Human Resource Development Review*, 18(1), pp. 47-82. <https://doi.org/10.1177/1534484318798533>.
- Bucăța, G. & Rizescu, M. -. A., 2017. The Role of Communication in Enhancing Work Effectiveness of an Organization. *Land Forces Academy Review*, 22(1), pp. 49-57. <https://doi.org/10.1515/raft-2017-0008>.

- Cakir, F. S. & Adiguzel, Z., 2020. Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244020914634>.
- Davis, G., K, D. & C, T., 1994. The decline and fall of the conglomerate firm in the 1980s: The deinstitutionalization of an organizational form. *Am Sociol Rev*, 59(4), p. 547–570. <https://doi.org/10.2307/2095931>.
- DiMaggio, P. J. & Powell, W. W., 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, Volume 48, pp. 147-160. <https://doi.org/10.2307/2095101>.
- Dimitrić, M., Duhovnik, M. & Škalamera-Alilović, D., 2016. Public cost and management accounting system implementation and performance: An integrative approach. *International Journal of Public Policy*, 12(190), pp. 3-6. <https://doi.org/10.1504/IJPP.2016.079746>.
- Dubey, R. et al., 2017. Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability benchmarking: Some empirical findings. *International Journal of Production Economics*, Volume 193, pp. 63-76. <https://doi.org/10.1016/j.ijpe.2017.06.029>.
- Dunleavy, P. & Hood, C., 1994. From old public administration to new public management. *Public Money and Management*. <https://doi.org/10.1080/09540969409387823>.
- Elim, I., Wangkar, A., Runtu, T. & Latjandu, L. D., 2022. Public Sector Accounting and Organizational Performance: A Study in the Indonesian Health Care Industry. *Hasanuddin Economics and Business Review*, 5(3), p. 77–81. <http://dx.doi.org/10.26487/hebr.v5i3.3410>.
- Eliyana, A., Ma'arif, S. & Muzakki, 2019. Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, pp. 144-150. <https://doi.org/10.1016/j.iedeen.2019.05.001>.
- Gao, J., 2015. Performance Measurement and Management in the Public Sector: Some Lessons from Research Evidence. *Public Administration and Development*, 35(2). <http://dx.doi.org/10.1002/pad.1704>.
- Garengo, Patrizia, Alberto Sardi, Sai Sudhakar Nudurupati. 2021. Human resource management (HRM) in the performance measurement and management

- (PMM) domain: a bibliometric review. *International Journal of Productivity and Performance Management*, 71(7).
- Gębczyńska, A. & Brajer-Marczak, R., 2020. Review of Selected Performance Measurement Models Used in Public Administration. *administrative science*, 10(4). <https://doi.org/10.3390/admsci10040099>.
- Ghozali, I. 2016. Aplikasi Analisis Multivariate dengan Program SPSS Edisi Ketujuh. Semarang: Universitas Diponegoro.
- Gowon, M., Fortunasari & Yusnaini, 2020. The Effect of Performance Measurement System Implementation on The Jambi Local Government. *Akuntabilitas*, 14(2), pp. 171-192.
- Guarini, E., Magli, F. & Francesconi, A., 2020. Academic logics in changing performance measurement systems An exploration in a university setting. *Qualitative Research in Accounting & Management*, 17(1).
- Hair, J. F., Risher, J. J., Sarstedt, M. & Ringle, C. M., 2019. When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1).
- Hair, J. H., 2021. *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R. Classroom Companion*. Cham: Classroom Companion.
- Hair, J., Hult, G., Ringle, C. & Sarstedt, M., 2017. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). *Sage Publications Inc.* <http://dx.doi.org/10.1007/978-3-030-80519-7>.
- Halachmi, A. & Greiling, D., 2013. Transparency, E-Government, and Accountability: Some Issues and Considerations. *Public Performance & Management Review*, 36(4).
- Helden, G. J. v. & Hodges, R., 2017. *Public Sector Accounting and Budgeting for Non-Specialists*. 1st Edition ed. New Delhi: Bloomsbury Publishing.
- Herianti, E. (2020). Modul Pelatihan Metode Penelitian Kuantitatif Dengan Aplikasi SMARTPLS. (T. U. Press (ed.); 1nd ed.). Universitas Muhammadiyah Jakarta Press Review.
- Humas Provinsi Sumatera Selatan, 2023. *Luar Biasa, Pemprov Sumsel Berhasil Pertahankan Opini WTP Ke-9*. [Online] Available at: <http://humas.sumselprov.go.id/official/detailpost/luar-biasa-pemprov-sumsel-berhasil-pertahankan-opini-wtp-ke-9> [Accessed 28 10 2023].



- Indahsari, C. L. & Raharja, S. J., 2020. New Public Management (NPM) as an Effort in Governance. *Jurnal Manajemen Pelayanan Publik*, 3(2), pp. 73 - 129.
- Jabri, B. A. & Ghazzawi, I., 2019. Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1), pp. 78-119.
- Jun, K. , J. Lee, 2023. Transformational Leadership and Followers' Innovative Behavior: Roles of Commitment to Change and Organizational Support for Creativity. *Behavioral Science*, 13(4). <https://doi.org/10.3390/bs13040320>.
- Kementerian PAN-RB, 2023. *Rata-rata Nilai SAKIP RB Meningkatkan, Bukti Keseriusan Reformasi Birokrasi*. [Online] Available at: <https://menpan.go.id/site/berita-terkini/rata-rata-nilai-sakip-rb-meningkat-bukti-keseriusan-reformasi-birokrasi> [Accessed 15 10 2023].
- Kementerian Pekerjaan Umum dan Perumahan Rakyat, 2022. *Informasi Statistik Infrastruktur PUPR 2022*. 1 ed. Jakarta Selatan: Kementerian Pekerjaan Umum dan Perumahan Rakyat Pusat Data dan Teknologi Informasi.
- Khan, A. & Hildreth, W. B., 2002. Budget theory in the public sector. 1st Edition ed. Westport: Greenwood Publishing Group.
- Kozioł-Nadolna, K., 2020. The Role of a Leader in Stimulating Innovation in an Organization. *Administrative Science*, 10(3). <https://doi.org/10.3390/admsci10030059>.
- Kozlowski, S. W. & Ilgen, D. R., 2006. Enhancing the Effectiveness of Work Groups and Teams. *Psychological Science in the Public Interest*, 7(3), pp. 77-124. <https://doi.org/10.1111/j.1529-1006.2006.00030.x>.
- Kusek, J. Z. & Rist, R. C., 2004. *Ten steps to a results-based monitoring and evaluation system : a hand- book for development practitioners*. Washington, D.C.: The World Bank.
- Latif, B. et al., 2020. Coercive, Normative and Mimetic Pressures as Drivers of Environmental Management Accounting Adoption. *Sustainability*, 12(11). <https://doi.org/10.3390/su12114506>.
- Lee, S. M. & Trimi, S., 2018. Innovation for creating a smart future. *Journal of Innovation & Knowledge*, 3(1), pp. 1-8. <https://doi.org/10.1016/j.jik.2016.11.001>.

- Li, H. et al., 2019. Influence of Transformational Leadership on Employees' Innovative Work Behavior in Sustainable Organizations: Test of Mediation and Moderation Processes. *Sustainability*, 11(1594).
- Lincoln, J. R. & Guillot, D., 2004. Durkheim and Organizational Culture. In: M. Kocsynski, R. Hodson & P. Edwards, eds. *Social Theory at Work*. Oxford: Oxford University Press.
- Liu, W. & Liu, Y., 2022. The Impact of Incentives on Job Performance, Business Cycle, and Population Health in Emerging Economies. *Front Public Health*. <https://doi.org/10.3389/fpubh.2021.778101>.
- Manjenje, M. & Muhanga, M., 2021. Financial and Non-Financial Incentives best Practices in Work Organisations: A Critical Review of Literature. *Journal of Co-operative and Business Studies (JCBS)*, 6(2).
- Mardiasmo, 2004. *Otonomi dan Manajemen Keuangan Daerah*. Yogyakarta: Andi.
- Mardiasmo, 2006. Perwujudan Transparansi dan Akuntabilitas Publik Melalui Akuntansi Sektor Publik: Suatu Sarana Good Governance. *Jurnal Akuntansi Pemerintah*.
- Mdhlalose, D., 2023. The Systematic Review of Effective Performance Management Systems in Organizations. *Jurnal Aplikasi Manajemen*, pp. 319-330. <http://dx.doi.org/10.21776/ub.jam.2023.021.02.04>.
- Meyer, J. & Rowan, B., 1977. Institutionalized organizations: Formal structure as myth and ceremony. *Am J Soc*, Volume 83, p. 340–363.
- Murti, R. B., Mahmudi & Nurfauziya, A., 2021. An analysis of performance measurement system used in Indonesia local government. *Journal of Contemporary Accounting*, 3(2), pp. 64-76. <https://doi.org/10.20885/jca.vol3.iss2.art2>.
- Musaigwa, Misheck. (2023). The Role of Leadership in Managing Change. *International Review of Management and Marketing*. 13. 1-9. <https://doi.org/10.32479/irmm.13526>.
- Neely, A., Gregory, M. & Platts, K., 2005. Performance measurement system design: A literature review and research agenda. *International Journal of Operations & Production Management*, 25(12), pp. 1228-1263. <https://doi.org/10.1108/01443570510633639>.

- O'Neill, D. S., Wolfe, M. K. & Holley, D. S., 2015. *Performance Measurement, Incentives, and Organizational Culture: Implications for Leading Safe and Healthy Work*. Sydney: Macquarie Lighthouse Press.
- Oncioiu, I. et al., 2019. The Impact of Big Data Analytics on Company Performance in Supply Chain Management. *Sustainability*, 11(18). <https://doi.org/10.3390/su11184864>.
- Papulová, Z., Gažova, A., Šlenker, M. & Papula, J., 2021. Performance Measurement System: Implementation Process in SMEs. *Sustainability*, 13(9). <https://doi.org/10.3390/su13094794>.
- Primarisanti, H. & Akbar, R., 2015. Factors Influencing the Success of Performance Measurement: Evidence from Local Government. *Journal of Indonesian Economy and Business: JIEB*, 30(1), pp. 56-71. <https://doi.org/10.22146/jieb.7334>.
- Primastiwi, A., 2016. Pengaruh Tekanan Eksternal Terhadap Penggunaan Sistem Pengukuran Kinerja Untuk Tujuan Operasional dan Dampaknya Terhadap Kinerja. *Jurnal Akuntansi*. 4(2), pp. 23-36. <https://10.24964/ja.v4i2.206>.
- Rajapathirana, R. J. & Hui, Y., 2018. Relationship between innovation capability, innovation type, and firm performance. *Journal of Innovation & Knowledge*, 3(1), pp. 44-55. <https://doi.org/10.1016/j.jik.2017.06.002>.
- Rath, P. S., Mishra, D. A. & Mishra, D. S. J., 2021. A Case on Effective Performance Measurement System in the Organisation. *JASC: Journal of Applied Science and Computations*, 8(5), pp. 70-78.
- Ringle, C. M., Wende, S., and Becker, J.-M. 2022. "SmartPLS 4." Oststeinbek: SmartPLS GmbH, <http://www.smartpls.com>.
- Robert J. Vance, P., 2006. *Employee Engagement and Commitment*. Alexandria, VA: SHRM Foundation.
- Sakapurnama, E. & Safitri, N., 2013. Good Governance Aspect in Implementation of The Transparency of Public Information Law. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi*, 18(3). <https://doi.org/10.20476/jbb.v19i1.1879>.
- Sakib, N. H., 2020. Institutional Isomorphism. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, pp. 1-7.

- Sekaran, U., 2007. *Metode Penelitian Kualitatif dan Kuantitatif*. Surabaya: Sinar Grafika.
- Sholihin, M. & Ratmono, D., 2021. *Analisis SEM-PLS dengan WarpPLS 7.0*. 2nd Edition. Yogyakarta: Andi.
- Smith, G., Halligan, J. & Mir, M., 2021. Does performance measurement improve public sector performance? A case of Australian government agencies. *Australian Journal of Public Administration*, 4(80), p. 713–731. <https://doi.org/10.1111/1467-8500.12481>.
- Spekle, R.F. & Verbeeten, F.H.M., 2013. The Use of Performance Measurement Systems in the Public Sector: Effects on Performance. *Nyenrode Research & Innovation Institute (NRI)*. Research Paper no. 09-08.
- Syarifin, M. H. & Atmaja, H. E., 2023. The Influence of Organizational Commitment, Organizational Culture and Job Satisfaction on Employee Performance: A Literature Study. *Journal of Humanities, Social Sciences and Business (JHSSB)*, 2(3), pp. 458-467. <https://doi.org/10.55047/jhssb.v2i3.631>.
- Vargas-Hernández, J. G., 2021. Institutional and Neo-Institutionalism Theory in the International Management of Organizations. *Revista Visión de Futuro*.
- Wibisono, D., 2011. A Framework of Performance Measurement System for Manufacturing Company. *The South East Asian Journal of Management*, 5(2), pp. 107-118. <https://doi.org/10.21002/seam.v5i2.1004>.
- Wijaya, A. H. C. & Akbar, R., 2013. The Influence of Information, Organizational Objectives and Targets, and External Pressure Towards the Adoption of Performance Measurement of Performance Measurement in public Sector. *Journal of Indonesian Economy and Business*, 28(1).
- Yesnita, M., Desmiyawati & Kurnia, P., 2016. Pengaruh Tekanan Eksternal, Komitmen Manajemen dan Sistem Pengendalian Internal Pemerintah Terhadap Penerapan Transparansi Pelaporan Keuangan Pemerintah Daerah (Studi Empiris Pada Pemerintahan Kota Bukittinggi). *Jurnal Online Mahasiswa Fakultas Ekonomi*, 3(1), p. 807–821.
- Yetano, A., Matsuo, T. & Oura, K., 2021. Diagnostic and interactive use ofPMM by Japanese local governments: Does the context affect thefitness of use?. *Public Performance & Management Review*, 1(44), pp. 28-57. <http://dx.doi.org/10.1080/15309576.2020.1817108>.

- Yimam, M. H., 2022. Impact of training on employees performance: A case study of Bahir Dar university, Ethiopia. *Cogent Education*, 9(1). <http://dx.doi.org/10.1080/2331186X.2022.2107301>.
- Yusrianti, H., Ghozali, I. & Yuyetta, E. N., 2020. Asset Misappropriation Tendency: Rationalization, Financial Pressure, and the Role of Opportunity (Study in Indonesian Government Sector). *Humanities & Social Sciences Reviews*, 8(1), pp. 373-382. <https://doi.org/10.18510/hssr.2020.8148>.
- Zhang, W. et al., 2023. Understanding How Organizational Culture Affects Innovation Performance. <https://doi.org/10.3390/su15086644>.