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## Logic Model Evaluation and the Analysis of Job Motivation for Preparing the Performance Indicators of Government Institution: Case of Klungkung, Bali

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### ABSTRACT

The evaluation of the Ministry for Empowerment of State Apparatus and Bureaucracy Reform of Indonesia reveals that for the last five years, the quality of local government performance accountability of Klungkung Regency is still low. When compared to other districts in Bali Province, Klungkung has the lowest performance accountability score. The current study aims to evaluate the technical and psychological aspects of performance indicators development process of the local government. The technical aspect evaluation is done by implementing logic model analysis procedures and adopting a four-quadrant analysis approach. Meanwhile, psychological aspect analysis is conducted by examining the motivational factors taken from the perspective of Institutional Theory that is expected to be able to determine individual behavior in developing performance indicators in governmental organizations. The results show that there is a discrepancy in the number of performance indicators presented in the planning and performance reporting documents, as well as an absence of logical relationships among them. Psychologically, the quality of Klungkung's performance indicators development is determined by the perception of the performance indicators matrix difficulty, the perceived usefulness of technical training, the degree of top management commitment, the assertiveness enforcement of the regulations, and the existence of social pressure and pressure on professionalism.

### ABSTRAK

Hasil evaluasi Kementerian Pemberdayaan Aparatur Negara dan Reformasi Birokrasi Indonesia mengungkapkan bahwa selama lima tahun terakhir, kualitas akuntabilitas kinerja pemerintah daerah Kabupaten Klungkung, Bali, masih rendah. Jika dibandingkan dengan kabupaten lain di Provinsi Bali, Klungkung memiliki skor akuntabilitas kinerja terendah. Studi saat ini bertujuan untuk mengevaluasi aspek teknis dan psikologis dari proses pengembangan indikator kinerja pemerintah daerah. Evaluasi aspek teknis dilakukan dengan menerapkan prosedur analisis model logika dan mengadopsi pendekatan analisis empat kuadran. Sementara itu, analisis aspek psikologis dilakukan dengan menguji faktor-faktor motivasi yang diambil dari perspektif Teori Kelembagaan yang diharapkan dapat menentukan perilaku individu dalam mengembangkan indikator kinerja dalam organisasi pemerintah. Hasil penelitian menunjukkan bahwa ada ketidaksesuaian jumlah indikator kinerja yang disajikan dalam dokumen perencanaan dan pelaporan kinerja serta tidak adanya hubungan logis di antara mereka. Secara psikologis, kualitas pengembangan indikator kinerja ditentukan oleh persepsi kesulitan indikator kinerja, persepsi manfaat pelatihan teknis, tingkat komitmen manajemen puncak, penegakan ketegasan peraturan, serta adanya tekanan sosial dan tekanan profesionalisme.

## 1. INTRODUCTION

Government organizations throughout the world are increasingly demanded to be more concerned with fulfilling their performance accountability obligations (Australian Capital Territory 2011; Metzenbaum 2006; Peters 2007; Republik Indonesia 1999; 2014). In the Indonesian context, unfortunately, the evaluation results by the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia show that the average value of performance accountability of district/city government institutions is still in the "C" category. This result can indicate that the system and order of performance accountability of government institutions in Indonesia are still relatively unreliable so that they require many minor but necessary improvements (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia 2015).

Furthermore, the Indonesia Financial and Development Supervisory Institution (2014) stated that weaknesses in the performance accountability system of government institutions that had occurred and needed attention were related to the quality of the target formulation and performance indicators of the Regional Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Daerah*—RPJMD) which had not been met the criteria for the preparation of suitable indicators. Problems also arise related to the performance indicators in the documents of Strategic Planning (*Perencanaan Strategis*—Renstra), Annual Work Plan (*Rencana Kerja Tahunan*—RKT), and Regional Work Unit Performance Agreement (*Perjanjian Kinerja Satuan Kerja Perangkat Daerah*—PK SKPD) that is not yet fully results-oriented. The quality of performance indicators is a significant factor determining the quality of performance measurement systems in government organizations as a whole (Zakaria et al. 2011). The qualified performance indicators are believed to be able to (a) assist the achievement of goals and priorities and evaluate the work of the institution; (b) provide information for decision making; (c) support more effective management of programs and organizational operations; and (d) efficient in communicating organizational performance results (Markić 2014).

On the other hands, the results of a survey conducted by Akbar et al. (2012) in district/city government organizations throughout Indonesia implies that the development of performance indicators was done solely as a form of either fulfilling obligations or displaying compliance behavior with

related regulations issued by the central government. Consequently, the performance indicators compiled are not able to be utilized optimally in the achievement of organizational goals because the motivation underlying the preparation is more for reasons of obedience, rather than targets for performance improvement. Compliance pressures such as these are recognized to create dysfunctional impacts on the performance measurement mechanisms of public sector organizations, such as the 'rigidity' of using performance indicators (ossification), lack of innovation, over-focus only on the aspects of performance measured (tunnel vision), and neglect on overall organizational performance (sub-optimization) (Bandy 2015). This detrimental excess will always lead to inefficiency and ineffectiveness in performance as a form of implementation of policies that have been formulated by the organization (Thiel and Leeuw 2002).

The purpose of this study is to evaluate and analyze the process of preparing performance indicators in local government institutions in the Indonesian context. The study was conducted at the Regional Government of Klungkung Regency, Bali Province. The results of the performance evaluation of district/city government have placed Klungkung Regency in the "C" category for five consecutive years (2012-2016) (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (KEMENPANRB) 2013; Pemerintah Daerah Kabupaten Klungkung 2017a). Comparatively, this result puts Klungkung Regency in the lowest position in terms of achieving the accountability value of district/city government performance in Bali Province in 2016. Besides, when considerate of historical data for 2012 to 2016, this stagnant achievement shows that efforts to increase the score of the performance accountability of the Klungkung Regency Government have yet produced significant results that make it far behind other regencies/cities in the Province of Bali. For example, the Regency of Buleleng and the City of Denpasar with the title "C" in 2012, proved to be able to increase the value of performance accountability until now in the position of "B." Meanwhile, Bangli and Gianyar districts, which in 2012 only received a "D" score, have succeeded in obtaining the "CC" predicate in 2016.

## 2. THEORETICAL FRAMEWORK

### Logic Model Analysis Preparation of Performance Indicators

The logic model is one of the evaluation mod-

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els of organizational performance measurement that is currently widely used. This model explains the logical relationship between resources, activities, outputs, audiences, and outcomes (Kekahio et al. 2014). These relationships describe how a program is planned to run well, i.e., how each component will affect other components to achieve the intended outcomes, for example, that activity will affect output and that these outputs can affect short-term outcomes. The logic model explains well the specific resources needed for particular programs, what activities need to occur, and what changes (both in the short and long term) will ultimately lead to the expected outcomes. The logic model will also determine what measurements should be used—that is, what data should be collected—to confirm that an appropriate and expected development has occurred at each different point along the path of the logic model (Tatian 2016).

Kekahio et al. (2014) further elaborate on each component in the logic flow model as follows. Resources are the raw materials needed to create a program, implement its activities, and produce the expected outputs and outcomes. These resources—often referred to as inputs—can include material items (for example, facilities and funding) and non-material items (for example, time, community support, and specialized skills and knowledge). Meanwhile, activities are processes, actions, and activities by which resources are utilized to achieve the intended outcomes. On the other hand, outputs are tangible as a direct result of a process that is specifically expressed in numbers, for example, the number of students taking an exam or the number of teachers who received training. Unfortunately, outputs provide information that comes from completing an activity, so outputs cannot indicate whether or not changes have occurred. For example, the output can inform how many teachers are participating in the training, but not by how much the teacher's knowledge increases on the following training topic.

The last component, outcomes, can be categorized into short-term, medium-term, and long-term groups. Short and medium-term outcomes are changes that occur in the knowledge, beliefs, and behavior of participants in an activity/program/activity due to their involvement in the activity/program/activity. On the other hand, long-term outcomes - sometimes called impacts - are the effects of a long-lasting program, such as better grades for academic achievement of students, increasing levels of school graduation, and higher

levels of student acceptance at universities. The role of outcomes then becomes crucial as a picture of the success of a program, so the determination of outcomes must be genuinely adjusted to the objectives of each planned program. Some programs may only have short-term goals and outcomes, while other programs only have long-term goals and outcomes. Besides, not all programs must have outcomes categorized into short, medium, and long-term outcomes.

#### **Institutional Isomorphism and Job Motivation in Preparing Performance Indicators**

The institutional theory provides an understanding that organizational survival can be significantly influenced by pressures originating from the organization's external environment (Ashworth, Boyne, and Delbridge 2009) in the form of institutional norms or practices in the functional, political, and social pressures. Public sector organizations, compared to other types of organizations (private or non-profit), tend to be more easily influenced by institutional pressures, both because of ambiguity related to the goals they carry (Chun and Rainey 2005) as well as due to the emergence of operational motivation that is more aimed at achieving legitimacy than increasing internal organizational performance (Ridha 2012; Cavalluzzo and Ittner 2004; Frumkin and Galaskiewicz 2004; Prayudi and Basuki 2014). Legitimacy which is then recognized as the main driver of the implementation of certain managerial practices is believed from time to time to lead organizations in the public sector environment to the phenomenon of isomorphism (isomorphism), which is becoming more uniform (homogeneous) with each other (DiMaggio and Powell 1983).

Isomorphism is the process that forces a unit in a population to resemble another unit in the face of the same settings of an environment. The phenomenon of homogenization of this structure occurs due to the adaptive pressures exerted by a single external environment to a group of organizations operating within it so that these organizations will respond in the same way. Scott (2014) describes three mechanisms that can direct organizations to institutional changes in isomorphism, namely (1) coercive isomorphism (institutionalization that is driven by coercive pressure to comply with formal (regulative) or non-formal changes in organizations with other organizations where they are interdependent); (2) mimetic isomorphism (institutionalization that is driven by the pressure to model themselves imitating/imitating] other organiza-

tional structures in a similar type, especially those considered to be more successful and legitimate); and (3) normative isomorphism (institutionalization that is driven by the appropriateness of pressure to adopt management practices that are widespread and well accepted as a 'common' in an organizational environment).

In the context of compiling performance indicators, Akbar et al. (2012) found that the development of performance indicators by local government institutions in Indonesia was done solely as a form of fulfilling obligations and displaying compliance behavior with related regulations issued by the central government. Akbar et al. (2012) also found that the metrics difficulty variable, technical knowledge, management commitment, and legislative regulations have a significant effect on the development of performance indicators in which the legislative regulations (coercive isomorphism) being a factor that found to have a higher magnitude of influence. Likewise, the results of the study of Wijaya and Akbar (2013) found that the use of performance measurement systems for operational purposes in the regional government of the Province of D.I. Yogyakarta is influenced by how well it obtains information about the mechanism of the performance measurement system used simultaneously by local governments in Indonesia (normative isomorphism) and the desire to comply with regulations related to the use of the performance measurement system (coercive isomorphism).

As implying on the official website of the Klungkung Regency Government, it is reported that the weaknesses found in the Government Institution Performance Accountability Report (*Laporan Akuntabilitas Kinerja Instansi Pemerintah* – LAKIP) of the Klungkung Regency Government are related to aspects of Performance Planning, the aspects of Performance Measurement and the aspect of Performance Achievement in which the performance indicators less describe the results (outcomes). Likewise, for the sake of improving the quality of performance accountability reports, the Evaluation Team of the Ministry of Administrative Reform and Bureaucratic Reform recommends that the Klungkung Regency Government can work to enhance the formulation of outcomes throughout the SKPD, integrate aspects of planning, budgeting, and performance management and ensure each budget has a direct relationship with performance planning. Meanwhile, it also acknowledged that changes in the governance administration mechanism are often confusing so that it also needs to be anticipated to increase the value of performance

accountability in the region (Pemerintah Daerah Kabupaten Klungkung 2017b).

### 3. RESEARCH METHOD

#### Design

This study uses a mixed research method by implementing a combination of two approaches at the same time, namely, qualitative and quantitative research approaches. Combining qualitative and quantitative research is expected to provide a broader understanding of research problems. The chosen research strategy is concurrent embedded strategy, which is a mixed-method strategy that implements one-stage quantitative and qualitative data collection at one time with one of the methods acting as the primary (qualitative or quantitative) approach that guides the project and secondary database (quantitative or qualitative) which plays a supporting role in research procedures (Prayudi and Basuki 2014). The secondary method is then embedded or nested into a more dominant method/primary method. In this strategy, the mixing of two types of data occurs through a comparison of one data source with another data source or when each data is described side by side as two different images that represent a combined assessment of a problem. The procedure is relevant to take when the research conducted aims to evaluate two different problem formulations (between qualitative and quantitative) (Creswell, Qudsy, and Fawaid 2012, 22) so that it is appropriate to be used in this study. Technically, this research uses case study research in qualitative research approaches and survey method research in quantitative research approaches.

#### Data Types and Sources

Research data collected in the form of primary data and secondary data as follows:

- a) The primary data, that is, data collected directly through the object of research, namely the Klungkung Regency Government, through questionnaires and interviews. Determination of respondents using purposive sampling techniques, namely selecting respondents who are parties directly involved in performance measurement activities and preparation of performance indicators in district/city government.
- b) The secondary data is the data obtained in the form of published data. Secondary data collection is carried out through archives and documents relating to the problem under study, originating from the

Klungkung District Government and selected Regional Work Units (the SKPD).

**Method of collecting data**

*a) Qualitative Approach*

- 1) Data documentation is carried out by studying data and information relevant to the research topic sourced from the research object, which is in the form of (1) Regional Medium-Term Development Plan Document; (2) Annual Performance Plan Document; (3) Performance Determination Document; (4) the Government Accountability Performance Report; and (5) Other supporting documents related to the research
- 2) Interviews are conducted by the question and answer directly to those who have a connection with the research topic and have the authority to provide research data and information. Interviews were conducted to explore the reasons after the analysis of planning documents and performance reporting on differences in the preparation of performance indicators or on the evaluation of performance indicators. The parties to be interviewed are in the following organizations:
  - i. Regional Secretariat, i.e., the Head of Organization Section;
  - ii. Planning, Research, and Development Institution, i.e., the Head of the Planning Subdivision;
  - iii. SKPD, i.e., the Head of the Work Unit/SKPD, the Head of the Program Development Section, and the Head of the Program Subdivision/Head of the Planning and Program Section or other technical staff who handle the preparation and reporting of performance indicators.

*b) Quantitative Approach*

Data collection on the quantitative approach was carried out through the distribution of questionnaires to the compilers of performance indicators at the SKPD (Regional Secretariat, DPRD Secretariat, Regional Inspectorate, Service,

and Institution) within the Klungkung Regency Regional Government. Five antecedent variables are measured using the questionnaire instrument in question, namely:

- 1) The Difficulty of Performance Matrices referred to the level of difficulty experienced by government officials in their efforts to develop performance indicators through five-question items adopted from Cavalluzzo and Ittner (2004) research and measured using a 5-point Likert scale (1 = "not the same once" and 5 = "very high"). The five items are expressed as variables as follows:
  - X1: Difficulties in establishing/determining performance indicators that are consistent with the goals and characteristics of the organization
  - X2: Difficulties in measuring the outcomes/benefits of a long-term program
  - X3: Difficulty in differentiating between program results
  - X4: Difficulties in determining how to use performance information to improve the quality of existing program implementation
  - X5: Difficulties in deciding how to use performance information to develop new performance indicators or revise existing performance indicators
- 2) Technical Knowledge refers to the level of training received by employees of government institutions in their efforts to overcome the complexity of the preparation of performance indicators through five-question items adopted from Cavalluzzo and Ittner (2004) research and measured using a 5-point Likert scale (1 = "Not at all" and 5 = "very high"). The five items are expressed as variables as follows:
  - X6: Respondents attend/receive training related to the preparation and use of organizational performance indicators
  - X7: Respondents obtain official information about how to arrange organizational performance indica-

- tors
- X8: Respondent staff attend/receive training related to the preparation and use of organizational performance indicators
- X9: Respondent staff obtain official information about how to arrange organizational performance indicators
- X10: Respondent organizations involve practitioners/experts or consultants from external (outside) organizations in the preparation of performance indicators
- 3) Management Commitment refers to how intensive the top management of government institutions is committed to improving through the three-question items adopted from Cavalluzzo and Ittner's research (2004) and measured using a 5-point Likert scale (1 = "not at all" and 5 = "very high"). These three items are expressed as variables as follows:
- X11: Strong commitment to achieving planned performance results
- X12: Strong commitment and support to use performance information in making decisions related to the implementation of organizational programs
- X13: Strong commitment and support to use performance information in making decisions regarding organizational funding
- 4) Legislative regulations refer to the degree to which employees and staff of government institutions are involved in implementing legislation relating to the measurement and reporting of organizational performance through two question items adopted from Cavalluzzo and Ittner (2004) research and measured using a Likert scale 5 points (1 = "not at all" and 5 = "very high"). Both items are expressed as variables as follows:
- X14: Respondents are involved in efforts to implement the Government Institution Performance Accountability Report (LAKIP)
- X15: Respondent staff is engaged in efforts to implement the Government Institution Performance

- Accountability Report (LAKIP)
- 5) Institutional pressure refers to the pressure felt by employees of government institutions in compiling organizational performance indicators stemming from political competition, pressure from the central government, criticism from DPRD members, criticism from the media, criticism from the business community, criticism from the public, influence of the association, pressure from other government institutions and donor institution pressure through six-question items adopted from Akbar et al. (2012) and measured using a 5-point Likert scale (1 = "not at all" and 5 = "very high"). The six items are expressed as variables as follows:
- X16: Demands from legislative institution members
- X17: Criticism from the mass media
- X18: Demands from the business community
- X19: Demands from the public
- X20: Influence of similar organizational associations
- X21: Demands from fund providers

#### Data Analysis

##### a) Qualitative Approach

- 1) Analysis Tools
  - Blueprint performance
  - Four Quadrant Analysis
- 2) Analysis Techniques
  - Logic Model Analysis of Strategic Planning, through testing the interrelation of performance indicators in the strategic planning documents of the Local Government of Klungkung Regency in the RPJMD, RKPD, PK, and LKjIP.
  - Analysis of Performance Indicators, through the analysis of regional-based performance indicators targeted by the government and program/activity indicators conducted by the SKPD and focusing on outputs and outcomes regarding the four quadrants analysis concept.
  - Mapping Performance Indicators, through mapping the number of

performance indicators categorized in the effort, effect, quantity, and quality groups

- Descriptive analysis of the interview and documentation stages by performing data reduction, categorization, and synthesis.
- Decision-making

*b) Quantitative Approach*

Data analysis on quantitative approaches is carried out using factor analysis techniques, namely interdependence analysis techniques whose main aim is to define the structure underlying the relationships between variables in research (Hair et al. 2010). Considering that this research intends to explore the psychological aspects of the preparation of performance indicators, the R-type factor analysis technique was chosen, which analyzes the relationships between variables (in the context of this research 'job motivation') to identify groups of variables that form certain factors (in the context of this research is 'preparation of performance indicators'). Technically, factor analysis intends to find a high level of correlation on each variable with the following testing criteria:

- 1) The statistical significance of Bartlett's test of sphericity is less than 0.05
- 2) The measure of Sampling Adequacy (MSA) value of more than 0.5 for the whole test and each variable

Interpretation of the factor matrix is made through the following stages:

- 1) Test the loading factor matrix, with acceptance criteria that are worth more than 0.5
- 2) Identify significant loading for each variable
- 3) Assess the communality of each variable
- 4) Redefine the factor model if needed
- 5) Labeling the factors formed

#### **4. DATA ANALYSIS AND DISCUSSION**

##### **Logic Model Evaluation for Preparing Performance Indicators**

*a) Conformity of Klungkung Regency Government Performance Indicators*

In the 2013-2018 Klungkung Regency RPJMD,

29 strategic targets will be achieved by the Regional Government of Klungkung Regency to reach 11 development missions with the 58 performance indicators, as shown in Table 1. These target performance indicators are indicators to be achieved, which are spelled out through documents Local Government Performance Plans (RKPD) and Performance Agreement (PK) documents and reported in the Government Institutions Performance Report (LKjiP). Testing the performance indicators of the Klungkung Regency Government is done through an analysis of logic models by comparing the performance indicators contained in each of the planning documents and performance responsibilities (Figure 1). The testing of this logic model is intended to determine the flow of thought and harmony between performance documents starting from planning (RPJMD, RKPD, and PK) to the measurement and reporting levels presented in the Government Institution Performance Report (LKjiP) of the Klungkung Regency Government. As shown in Table 2, the results of the analysis show that there are differences in the number of indicators in the planning and reporting documents.

The following is a summary of technical findings related to the suitability of performance indicators in the Klungkung District Government:

- 1) There are inconsistencies in performance indicators in the planning documents (RPJMD and PK) and performance reporting (LKjiP), which are caused by the incorporation, addition, and reduction of performance indicators with details as presented in Table 3.
- 2) There are differences in the size of performance indicators in the planning documents (RPJMD and PK) and performance reporting (LKjiP) with the details, as presented in Table 3.

*b) The Support of SKPD Performance Indicators*

The subsequent analysis is to identify alignment between the performance indicators of Regional Work Units (SKPD) and performance indicators of the Klungkung Regency Government. This alignment becomes essential to guarantee the quality of implementation of an adequate performance accountability system so that the vision and mission of the local government can be adequately achieved. In this study, the alignment analysis was carried out on two SKPDs that handle mandatory regional affairs, namely the Health Department and the Education Department of Klungkung Regency, which results in the following findings:



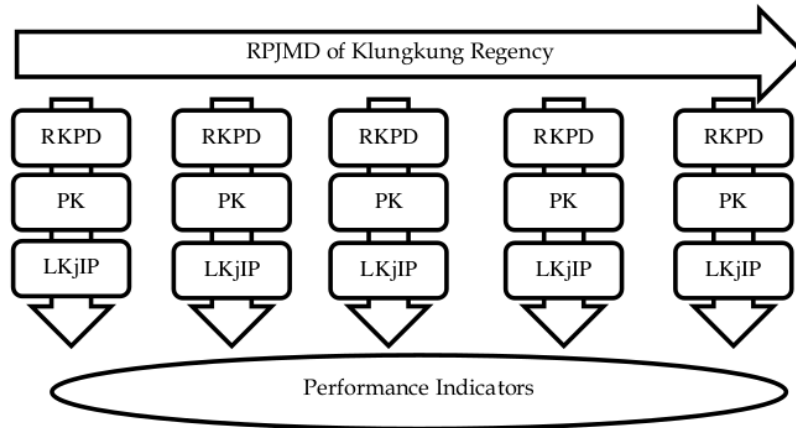


Figure 1.  
The Logic Model for Performance Indicators Evaluation

Table 1. The Structure of the Klungkung District Government Performance Indicators in 2013-2018

No.	Mission	Target	Total of Target Indicators
1.	Mission #1	Target #1	2 Indicators
2.	Mission #2	Target #2	3 Indicators
		Target #3	3 Indicators
		Target #4	1 Indicators
		Target #5	2 Indicators
		Target #6	6 Indicators
		Target #7	5 Indicators
		Target #8	1 Indicators
3.	Mission #3	Target #9	1 Indicators
		Target #10	1 Indicators
		Target #11	1 Indicators
		Target #12	1 Indicators
		Target #13	1 Indicators
4.	Mission #4	Target #14	2 Indicators
		Target #15	1 Indicators
		Target #16	1 Indicators
		Target #17	1 Indicators
		Target #18	2 Indicators
		Target #19	4 Indicators
		Target #20	2 Indicators
5.	Mission #5	Target #21	2 Indicators
6.	Mission #6	Target #22	1 Indicators
7.	Mission #7	Target #23	2 Indicators
8.	Mission #8	Target #24	2 Indicators
9.	Mission #9	Target #25	3 Indicators
10.	Mission #10	Target #26	2 Indicators
11.	Mission #11	Target #27	1 Indicators
		Target #28	1 Indicators
		Target #29	3 Indicators
Total of Target Indicators			58 Indicators

Primary Data, 2019

Table 2. The Comparison of the Target Indicators Number in the RPJMD, RKT, PK and LKjIP Documents of the Regional Government of Klungkung Regency

Mission & Target	RPJMD	RKPD*	PK	LKjIP
1 <sup>st</sup> Mission:				
Target #1	2 Indicators	-	1 Indicators	1 Indicators
2 <sup>nd</sup> Mission:				
Target #2	3 Indicators	-		
Target #3	3 Indicators	-	1 Indicators	1 Indicators
Target #4	1 Indicators	-		
Target #5	2 Indicators	-		
Target #6	6 Indicators	-	3 Indicators	3 Indicators
Target #7	5 Indicators	-		
Target #8	1 Indicators	-		
3 <sup>rd</sup> Mission:				
Target #9	1 Indicators	-		
Target #10	1 Indicators	-		
Target #11	1 Indicators	-	1 Indicators	1 Indicators
Target #12	1 Indicators	-		
Target #13	1 Indicators	-		
4 <sup>th</sup> Mission:				
Target #14	2 Indicators	-		
Target #15	1 Indicators	-		
Target #16	1 Indicators	-	1 Indicators	1 Indicators
Target #17	1 Indicators	-		
Target #18	2 Indicators	-		
Target #19	4 Indicators	-	1 Indicators	1 Indicators
Target #20	2 Indicators	-		
5 <sup>th</sup> Mission:				
Target #21	2 Indicators	-	2 Indicators	2 Indicators
6 <sup>th</sup> Mission:				
Target #22	1 Indicators	-	2 Indicators	2 Indicators
7 <sup>th</sup> Mission:				
Target #23	2 Indicators	-	1 Indicators	1 Indicators
8 <sup>th</sup> Mission:				
Target #24	2 Indicators	-	1 Indicators	1 Indicators
9 <sup>th</sup> Mission:				
Target #25	3 Indicators	-	1 Indicators	1 Indicators
10 <sup>th</sup> Mission:				
Target #26	2 Indicators	-	1 Indicators	1 Indicators
11 <sup>th</sup> Mission:				
Target #27	1 Indicators	-	1 Indicators	1 Indicators
Target #28	1 Indicators	-		
Target #29	3 Indicators	-	1 Indicators	1 Indicators

\*) RKPD format does not present indicators of target performance but is in the form of program performance indicators so that it cannot be compared further

Source: Data processed from the results of logic model analysis

1) Department of Health

Klungkung District Government performance indicators related to health aspects are performance indicators for the achievement of target # 2 ("Realizing Improvement in the Quality of Maternal, Infant and Toddler Health"), target # 3 ("Increasing Control of Communicable and Non-Communicable

Diseases") and goal # 4 ("Improving the Quality of Health Services"). For each target, the number and name of performance indicators in the Health Office's Strategic Planning (*Renstra*) document are aligned with the target performance indicators in the Klungkung District Government's RPJMD document.

2) Department of Education

The performance indicators of the Klungkung District Government related to the education aspect are performance indicators for the achievement of target # 5 ("Increased Access to Early Childhood Education [PAUD] and Non-Formal Education [PNF]"), target # 6 ("Increased Access to Basic Education") and target # 7 ("Improved School Quality and School Graduates"). For each target, the number and name of performance indicators in the Education Office's Strategic Planning (*Renstra*) document are aligned with the target performance indicators in the Klungkung District Government's RPJMD document, except for the "High School Graduation Score" indicator in target # 7 listed in the Government's RPJMD Klungkung Regency but not in the Education Office Strategic Plan document.

The weakness of the planning system causes the technical problems found in the formulation of performance indicators as described previously and the lack of human resource capacity as revealed by one of the research formers as the Head of Planning Subdivision at the Klungkung Regency Research and Development Planning Board as follows:

"Indeed, in previous years, there were inconsistent performance indicators [number-pen] from one document to another because there was no integrated system. Well, starting in 2016, a system called SIRENBANGDA (Regional Development Planning System) has been implemented to conserve documents so that there will be no changes in the preparation of indicators in each document."

"... The capacity of the apparatus related to understanding in planning is still weak, and there are often mutations of employees, so they need to learn more."

Also, technical regulations that are often changing and not up-to-date are recognized to be the cause of inconsistencies in performance indicators contained in the planning and reporting documents as submitted by the informant as Head of the Klungkung Regency Secretariat Regional Organization:

"... This is inseparable from the influence of regulations, which are sometimes late [published-pen] with the actual conditions on the ground. The stipulation of the RPJMD, which is a Perda (regional regulation) by the *Bupati*

(Regent), is as political as the promises made during the campaign. However, the journey may not be following the conditions and needs of the community so that the new technical rules then emerge. That is why we have revised them to be mutually supportive and synchronous."

Meanwhile, the Head of the Planning and Finance Subdivision of the Klungkung District Education Office stated that the difference in performance indicators in the RPJMD and the Education Office Strategic Plan was due to the adjustment of the Education Office target indicators with other related rules as follows:

"... There are indeed differences because the target indicators in the RPJMD are made into objective indicators in the Education Office Strategic Plan. For the target indicators of the SKPD itself, we have developed and adjusted it based on the Ministry of Home Affairs' Regulation Number 86 of 2017 Concerning Planning, Control, and Evaluation of Regional Development."

#### Blueprint Performance Model

Analysis of performance indicators using the Blueprint Performance Model (PB) is aimed at evaluating the quality of performance indicators of the Klungkung Regency Government through mapping performance indicators into the categories of output or outcome performance indicators. The results of the mapping will indicate whether the program/activity planned and reported has led to the maximization of the benefits of services to the community.

In this PB model, the standard components of the logic flow model (inputs, activities, outputs, and outcomes) are synergized with the components of the direct and indirect beneficiaries of the implementation of the program (clients and communities) as well as the service providers (suppliers, subcontractors, and others). Through this model, the concept of Friedman's Four Quadrant Approach (FQA) is also integrated (Friedman, 2005), which identifies and arranges the priority scale of output performance indicators into four types of measurements through the effort-effect-quantity-quality matrix (Longo, 2011). In summary, an overview of the logic flow-based performance measurement model in the Performance Blueprint approach is presented in Figure 2.

Table 4. Identification of Number of Output Performance Indicators According to Effort and Effect Aspects

Performance Indicator Output Activities per Target Group	<i>Effort</i>		<i>Effect</i>	
	<i>Quantity</i>	<i>Quality</i>	<i>Quantity</i>	<i>Quality</i>
Target #1	3	-	4	-
Target #2	12	5	1	17
Target #3	18	3	5	-
Target #4	25	10	7	2
Target #5	8	6	2	-
Target #6	15	7	3	1
Target #7	2	5	-	-
Target #8	20	68	1	-
Target #9	10	5	-	-
Target #10	6	7	1	-
Target #11	10	4	1	-
Target #12	2	2	-	-
Target #13	8	1	3	-
Target #14	17	8	2	-
Target #15	-	-	-	-
Target #16	-	-	-	-
Target #17	-	-	-	-
Target #18	-	-	-	-
Target #19	-	-	-	-
Target #20	-	-	-	-
Target #21	-	-	-	-
Target #22	-	-	-	-
Target #23	-	-	-	-
Target #24	-	-	-	-
Target #25	-	-	-	-
Target #26	-	-	-	-
Target #27	-	-	-	-
Target #28	-	-	-	-
Target #29	-	-	-	-
<b>Total</b>	<b>156</b>	<b>131</b>	<b>30</b>	<b>20</b>

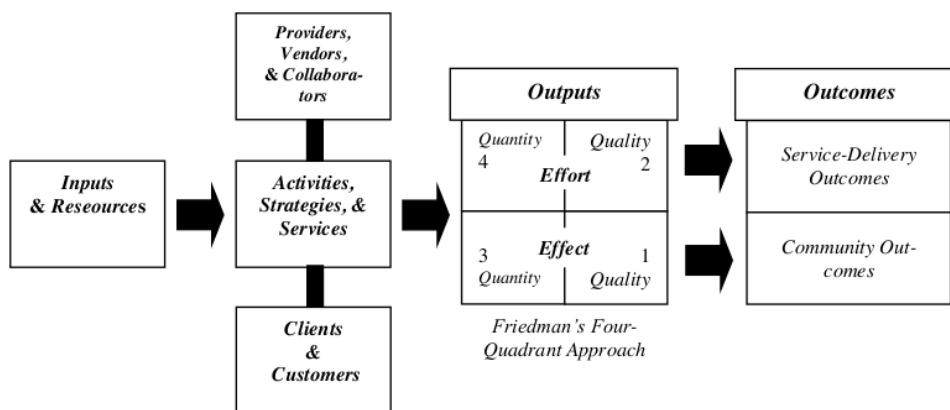


Figure 2.  
Blueprint Performance Model

The performance indicators of results in this analysis take data from the Klungkung district government LKJIP in 2017, which are then identified in one of four columns in the four-quadrant approach. The identification column contains a combination of effort (effort) and impact (effect) as well as quantity and quality, namely the column quantity of effort, quality of effort, the quantity of effect and quality of the effect. The quantity column reflects the size of the ratio, ratio, or percentage. The number of performance indicators identified following the number of programs and activities measured and reported by the Klungkung regency government in LKJIP in 2017 was 174 programs. The overall results of the identification of performance indicators are summarized in table 4.

From the analysis of LKJIP documents for 2017, it was found that not all targets have target achievement programs. Of the 29 targets set in the RPJMD, only 14 targets have achievement programs. The results of the mapping of performance indicators using the Four-Quadrant analysis approach show that the performance indicators determined by the Regional Government of Klungkung Regency are still dominated by indicators of effort group performance ( $n = 287$ ; 85%). In other words, the majority of performance indicator targets are only based on nominal values or the number of output achievements, not performance indicators that lead to measures of the quality of service results.

#### **Evaluation of Performance Motivation for Compilation of Performance Indicators**

##### *a) Quantitative Approach*

##### **1) Characteristics of Respondent Demographics**

Questionnaires were distributed to 58 SKPD units throughout Klungkung Regency by directly being delivered to and taken from respondents to ensure an adequate level of return was achieved. All questionnaire packages were distributed back in full (100% response rate), but 12 questionnaires could not be used because they were filled in incomplete to 46 data that were worthy of further analysis (usable response rate 79.31%). Demographically, the majority of respondents were male (73.91%), had the last level of education at strata-1 level (73.91%) and an average age of 42.15 years. A total of 30.43% of respondents had an educational background in management and accounting and 32.61% held the position of head of the planning, general and financial subdivision and, on average, had been in his position in the organization for 3.93 years.

##### **2) Factor Analysis**

Factor analysis requires that the data matrix must have sufficient correlation as a prerequisite for the analysis. Determination of an adequate level of correlation is done by looking at the correlation matrix as a whole through the Bartlett test of Sphericity and measure of sampling adequacy (MSA), each of which aims to test the existence of correlations between variables and to see the inter-relationship between variable. The results of the analysis of the two tests produced a statistical significance value of Bartlett's test of sphericity of less than 0.05 (sig. = 0,000) and a measure of sampling adequacy (MSA) value of more than 0.5 (KMO = 0.536) for the whole test and each thus, factor analysis can be done using the data obtained.

The next stage is to extract factors from all proposed variables. As presented in table 5, the extraction results produce six factors with an eigenvalue of more than 1.00. Factor I was able to explain at 28.706% variance, factor II was able to explain at 16.845% variance, factor III was able to explain at 13.719% variance, factor IV was able to explain at 10.571% variance, factor V was able to explain at 6.680% variance and factor VI was able explained 4.923% variance. Taken together, the six factors that were formed were able to explain 81.444% of the variance that exists related to the things that underlie the compilation of performance indicators in the Regional Government of Klungkung Regency.

In the last stage, by taking into account the results of the factor rotation as presented in table 6 (appendix), variables X1, X2, X3, X4 and X5 can be grouped into a group of factor I and labeled "Perception of Difficulties of Performance Indicator Matrix." While for variables X6, X7, X8, X9 and X10, they are grouped into factor IV with the label "Perception of Technical Training Utilization" as well as variables X11, X12 and X13 into factor III with the label "Level of Peak Management Commitment." Furthermore, variables X14 and X15 are grouped into factor V with the label "Decisive Application of Regulations," variables X16, X17, X18 and X19 are grouped into factor II with the label "Social Pressure" and variables X20 and X21 into factor VI with factors VI label "Pressure Professionalism" (Table 7).

Table 5 Factor Extraction Results

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.028	28.706	28.706	6.028	28.706	28.706	3.756	17.886	17.886
2	3.537	16.845	45.551	3.537	16.845	45.551	3.203	15.253	33.139
3	2.881	13.719	59.270	2.881	13.719	59.270	2.984	14.208	47.348
4	2.220	10.571	69.841	2.220	10.571	69.841	2.978	14.179	61.527
5	1.403	6.680	76.521	1.403	6.680	76.521	2.099	9.997	71.524
6	1.034	4.923	81.444	1.034	4.923	81.444	2.083	9.920	81.444
7	.757	3.606	85.050						
8	.644	3.067	88.117						
9	.568	2.704	90.820						
10	.410	1.950	92.770						
11	.357	1.701	94.471						
12	.266	1.268	95.739						
13	.212	1.007	96.746						

Extraction Method: Principal Component Analysis.

Table 7 Recapitulation of Factor Labeling Results

No.	Factor Number	Component Factor Variables	Factor Name
1	Factor I	X1, X2, X3, X4, X5	"Perception of difficulty of performance indicator matrix."
2	Factor II	X16, X17, X18, X19	"Social pressure"
3	Factor III	X11, X12, X13	"Top-level of commitment to top management."
4	Factor IV	X6, X7, X8, X9, X10	"Perception of use of technical training."
5	Factor V	X14, X15	"Decisiveness of application of regulations."
6	Factor VI	X20, X21	"Pressure of professionalism"

*b) Qualitative Approach*

1) Characteristics of Informant Demographics

Qualitative data in this study were obtained through structured interview activities to the informants as follows:

- Head of the Planning Sub-Division of the Klungkung Regency Research and Development Planning Institution; female sex; 40 years old; has worked in this position for 12 years
- Head of the Klungkung Regency Regional Secretariat Organization; male sex; 56 years old; has been working on this position for 26 years
- Head of the Planning and Financial Subdivision of the Klungkung Regency Education Office; male sex; 37 years old; has worked in this position for ten years
- Head of Klungkung Regency Finance, Personnel, and Public Health Subdivision; female sex; 54 years old; has worked in this position for 31 years.

2) Data Reduction and Categorization

The data reduction stage is carried out to focus the informant's answer statement on the problem under study by reducing or eliminating some statements that have no connection with the research problem, namely the psychological aspects that underlie and underlie the process of preparing performance indicators for the Klungkung Regency government institution. Furthermore, the categorization is done by grouping the results of the interview into issues and ideas that have similarities as presented as follows:

*Perception of Difficulty of Performance Indicator Matrix*

"... for the Department of Education, the Office of Health, like that, tends to be easier to develop performance indicators. We need to map it; is it more appropriate in the goal or target indicator because in fact, all indicators are already in the rules and the calculations are precise." (Head of Planning and Finance Sub Department of Education in Klungkung Regency)

"... the main obstacle is determining performance indicators that can be measured because it is usually emphasized for the Regional Government." (Head of the Finance, Personnel, and Public Affairs Sub-Department of Klungkung District Health)

*Top Management Commitment Level*

"... quite frankly, in my opinion, from the top [the leader-pen] is less attractive, it's complicated. I see from the leadership factor of the Regent and Pak Set-da that now is more attractive in the area of planning." (Head of the Planning and Finance Sub Division of the Klungkung District Education Office)

"... demands from "above" [the leaders] are harmonious. Previously, it was not clear which indicators, which direction the program was referring to; it was not connected with the RPJMD." (Head of the Finance, Personnel and Public Services Sub-Department of Klungkung District)

*Perception of the Usefulness of Technical Training*

"... before the performance implementation, the Planning-R&D Bureau always conducts orientation to compile the RKT and Renstra so that the correct planning process is drawn." (Head of the Planning and Financial Subdivision of the Klungkung District Education Office)

*Firm Application of Rules*

"... we have also been provided with regulations that we must set out in this performance planning document." (Head of the Planning and Financial Subdivision of the Klungkung District Education Office)

*Pressures of Professionalism*

"... when the coordination meeting of planning aspects between SKPDs, those [good performers] wanted to provide a solution." (Head of the Finance, Staffing and General Sub-Section of the Klungkung Regency Health Office)

The results of the qualitative analysis show that there are six categories of motivational issues that underlie and underlie the process of preparing performance indicators of the Klungkung regency government institutions, namely (1) perception of difficulty of performance indicator matrix; (2) level of commitment to top management; (3) perception of the use of technical training; (4) firm application of rules; and (6) pressure on professionalism.

5. CONCLUSION, IMPLICATION, SUGGES-

#### **TION, AND LIMITATIONS**

This study aims to evaluate and analyze the process of drafting the performance indicators of government agencies in the Klungkung district government organization in Bali Province. Evaluation of the logic model shows that there are inconsistencies in performance indicators in the planning documents (RPJMD and PK) and performance reporting (LKjIP), which are caused by the incorporation, addition, and reduction of performance indicators. Also found differences in the size of performance indicators in planning documents (RPJMD and PK) and performance reporting (LKjIP). Besides, the results of the analysis of performance indicators using the Blueprint Performance Model (PB) show that not all targets have target achievement programs. In other words, the majority of performance indicator targets are only based on nominal values or the number of output achievements, not performance indicators that lead to measures of the quality of service results. On the other hand, the results of the factor analysis indicate that motivational factors determine the quality of the preparation of the performance indicators of the Klungkung Regency Government in the form of perceptions of the difficulty of the performance indicator matrix, the perceived usefulness of technical training, the factor of top management commitment level, the firmness of the application of regulations, and the existence factor of social pressure and professionalism pressure. Among the six factors, the perception factor of the difficulty of the performance indicator matrix and the strictness of the application of regulations are the factors that are most able to explain the existence of work motivation in the preparation of performance indicators of government agencies.

The results of this study can have implications for technical policies that need to be formulated by local government organizations. The local government of Klungkung Regency needs to increase the capacity of the program manager/compiler of performance indicators human resources through training activities on the preparation of performance indicators. This is necessary to minimize the level of difficulty of the performance indicator matrix as it is perceived highly (difficult) by the compilers of performance indicators which are the subject of this study. Likewise, there is a need for a periodic evaluation of the performance indicators that have been prepared so that it can be ascertained that these performance indicators have been able to become

quality measures and benchmarks for the achievement of organizational goals.

This study did not escape the limitations that need to be considered to be addressed in subsequent studies. First, performance planning and reporting documents that are used as the primary data source are limited in the 2013-2018 period so that the conclusions formulated can only apply to the process of preparing performance indicators for the period. Future studies can replicate using the latest data. Secondly, this research is limited to only assessing the level of implementation of the performance indicators preparation process by the Klungkung District Government. Subsequent research can broaden the scope of research to the evaluation of the process of measuring and evaluating the real performance that has been achieved by local government organizations. Third, the analysis of motivational factors qualitatively is done only limited to the data obtained through interview data collection techniques so that the triangulation aspect of the data is not maximally fulfilled. Future studies need to plan better the stages of the research conducted so that they can obtain qualitative data through other data collection techniques such as observation and documentation

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Appendix 1

Table 4. The Causes of Inconsistency of Target Performance Indicators in RPJMD, PK and LKjIP Documents Identification of Number of Output Performance Indicators According to Effort and Effect Aspects

MISSION AND TARGET	Indicators on the RPJMD	Indicator on PK	Indicators on LKjIP	Description of Findings
<b>The 1st mission: Strengthening and Increasing the Existence of Traditional Culture of Bali in Klungkung Regency</b>				
Target # 1: Awake and development of intangible cultural preservation ( <i>intangible</i> )	1. % <i>tangible</i> cultural (tangible) coverage that is preserved 2. % of <i>intangible</i> (intangible) cultural coverage preserved	1. % sustainable cultural coverage	1. % sustainable cultural coverage	1. Mismatch of Indicators in RPJMD and PK and LKjIP due to the Merging of Indicators
<b>The second mission: Improving the Quality and Competitiveness of Human Resources in Klungkung Regency</b>				
Target # 2: Realize improvement in the quality of health of mothers, infants, and toddlers	1. Maternal Mortality Rate per 100,000 Live Births 2. Infant Mortality Rate per 1,000 Live Births 3. Toddler Mortality Rate per 1,000 Live Births	1. Life expectancy	1. Life expectancy	1. Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP
Target # 3: Increase control in communicable and non-communicable diseases	1. % CFR (number of deaths) due to Dengue <i>Fever</i> 2. The % growth rate of hypertension prevalence 3. % growth rate prevalence of <i>Diabetes Mellitus</i>			
Target # 4: Improve the quality of health services	1. Public satisfaction index in the health sector			
Target # 5: Increase access to PAUD and PNF (informal education)	1. % Early Childhood Education Participation Rate (APM PAUD) 2. % of villages served by Community Learning Centers	1. The average length of the school period 2. Old school expectations 3. Literacy numbers	1. The average length of the school period 2. Old school expectations 3. Literacy numbers	1. Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences

MISSION AND TARGET	Indicators on the RPJMD	Indicator on PK	Indicators on LKjIP	Description of Findings
Target # 6: Increase access to basic education	<div>1. % Primary School Rough Participation Rate</div> <div>2. % of Elementary School Community Participation Rate</div> <div>3. % Of junior high school gross enrollment rates</div> <div>4. % of Junior High School Community Participation Rate</div> <div>5. % High School Rough Participation Rate</div> <div>6. % High School Community Participation Rate</div>			in the size of performance indicators in the RPJMD and PK and LKjIP
Target # 7: Improve the quality of schools and school graduates	<div>1. Primary School Graduation Rates</div> <div>2. Junior High School Graduation Rates</div> <div>3. High School Graduation Rates</div> <div>4. % of high school / vocational graduates who were accepted into state universities</div> <div>5. % of high school / vocational high school graduates who are directly employed</div> <div>1. The number of medals at the Sports and Student Art Week</div>			
Target # 8: Increase the achievements of athletes and artists				
Mission 3: Improve Social Welfare through Community Economic Empowerment				
Target # 9: Increase the independence of People with	<div>1. % coverage of people with Mandiri Social Welfare Problems</div>	<div>1. % of the poor population</div>	<div>1. % of the poor population</div>	<div>1. Indicator Mismatch in</div>

MISSION AND TARGET	Indicators on the RPJMD	Indicator on PK	Indicators on LKjIP	Description of Findings
Social Welfare Problems (PMKS)				RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP
Target # 10: Achieve balanced population growth	1. Achieved TFR ( Total Fertility Rates ) 2.1%, NRR ( Net Reproduction Rate ) 1% and LPP (Population Growth Rate) 1.1%			
Target # 11: Reducing unemployment	1. Klungkung Regency open unemployment rate			
Objective # 12: Increase the role of women in development	1. % of women as economic entrepreneurs			
Target # 13: Increased empowerment of independent communities	1. % of villages developing			
<b>Mission 4: Improve the economy based on democracy by promoting the concept of partnership</b>				
Target # 14: Increased regional investment	1. Value of US \$ Foreign Investment (PMA) 2. Value of IDR (Rp) Domestic Investment	1. The rate of economic growth	1. The rate of economic growth	1. Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP
Target # 15: Increase the quality of trade	1. % increase in sales turnover			
Target # 16: Improve the quality of cooperative management	1. % of healthy cooperatives			
Target # 17: Increase in Revenue	1. % increase in revenue from Regional Original Revenue			
Objective # 18: Develop tourism	1. Number of tourist visits			

MISSION AND TARGET	Indicators on the RPJMD	Indicator on PK	Indicators on LKjIP	Description of Findings
ism in Klungkung Regency Target # 19: Increase agricultural production	2. Average days of stay 1. Number of tons of rice production 2. Number of tons of corn production 3. Number of tons of soybean production 4. Number of kilograms of beef production	1. Hope food pattern score	1. Hope food pattern score	1. Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP
Target # 20: Increase the production of fishery products	1. Number of tons of fishery processing production 2. Number of tons of capture fisheries and aquaculture production			
<b>Mission 5: Realize legal certainty so that peace and order in the community can be realized</b>				
Target # 21: Realization of community compliance with laws and regulations	1. Number of cases of violations of regional regulations 2. Number of public order and security disturbance (kamtibmas)	1. Number of cases of violations of regional regulations 2. Number of public order and security disturbance (kamtibmas)	1. Number of cases of violations of regional regulations 2. Number of public order and security disturbance (kamtibmas)	Have been aligned
<b>Mission 6: Achieve Good Governance Based on Good Corporate Governance Principles</b>				
Target # 22: Achievement of optimal local government performance	1. The average value of the achievement of key performance indicators for Regional Work Units (SKPD)	1. Value of performance accountability 2. The results of the opinion of the Supreme Audit Agency on Regional Government Financial Statements are Fair without Exception	1. Value of performance accountability 2. The results of the opinion of the Supreme Audit Agency on Regional Government Financial Statements are Fair without Exception	1. Non-alignment of Indicators in RPJMD and PK and LKjIP due to Addition of Indicators 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP
<b>Mission 7: Develop better services to the community</b>				

MISSION AND TARGET	Indicators on the RPJMD	Indicator on PK	Indicators on LKjIP	Description of Findings
Target # 23: Increased accuracy and speed of public services in the licensing and non-licensing fields	<ol style="list-style-type: none"> <li>% of licensing services meet the <i>Standard Operating Procedure</i> (SOP)</li> <li>Index of community satisfaction with population administration services and civil registration</li> </ol>	<ol style="list-style-type: none"> <li>Index of public satisfaction with public services</li> </ol>	<ol style="list-style-type: none"> <li>Index of public satisfaction with public services</li> </ol>	<ol style="list-style-type: none"> <li>Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction</li> <li>Differences in the size of performance indicators in the RPJMD and PK and LKjIP</li> </ol>
<b>Mission 8: Realize Regional Development that is Harmonious and Balanced</b>				
Target # 24: Improve the quality of land and sea transportation networks	<ol style="list-style-type: none"> <li>% increase in sea public transport passengers</li> <li>% increase in sea public transport passengers</li> </ol>	<ol style="list-style-type: none"> <li>Infrastructure inequality index</li> </ol>	<ol style="list-style-type: none"> <li>Infrastructure inequality index</li> </ol>	<ol style="list-style-type: none"> <li>Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction</li> <li>Differences in the size of performance indicators in the RPJMD and PK and LKjIP</li> </ol>
<b>Mission 9: Achieve Conservation of Natural Resources and the Environment in their sustainable use</b>				
Target # 25: Reduce the burden of water, soil and air pollution	<ol style="list-style-type: none"> <li>Water quality index</li> <li>Air quality index</li> <li>Land cover quality index</li> </ol>	<ol style="list-style-type: none"> <li>Environmental quality index</li> </ol>	<ol style="list-style-type: none"> <li>Environmental quality index</li> </ol>	<ol style="list-style-type: none"> <li>Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction</li> <li>Differences in the size of performance indicators in the RPJMD</li> </ol>



MISSION AND TARGET	Indicators on the RPJMD	Indicator on PK	Indicators on LKjIP	Description of Findings and PK and LKjIP
<b>The 10th mission: Realizing facilities and infrastructure that accommodate the development of the region and the needs of the community</b>				
Target # 26: Improve compliance with basic utility infrastructure	1. % of clean water service coverage 2. Number of renewable energy users	1. % of habitable settlements	1. % of habitable settlements	
<b>Mission 11: Strengthen political stability and security throughout the region</b>				
Target # 27: Increased community participation in exercising their voting rights	1. % voter participation rate	1. % decrease in potential conflict	1. % decrease in potential conflict	1. Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP
Target # 28: Increase the national outlook on society	1. Number of potential conflicts of SARA (Race and Intergroup Religion)			
Target # 29: increase response to disaster management	1. % handling of emergencies according to <i>standard respond time</i> 2. % of victims affected by the disaster recovered 3. The level of time (minutes) of fire disaster response	1. Disaster risk index	3. Disaster risk index	1. Indicator Mismatch in RPJMD and PK and LKjIP due to Indicator Reduction 2. Differences in the size of performance indicators in the RPJMD and PK and LKjIP

Table 6.  
The Result of Rotated Matrix

	Component					
	1	2	3	4	5	6
X1	.590	-.035	.301	-.069	.309	.503
X2	.690	-.198	.274	.203	.139	-.001
X3	.895	-.048	.158	.017	.122	.097
X4	.882	.212	-.001	.135	.029	.027
X5	.921	.116	.196	.011	.086	-.024
X6	.206	.460	-.211	.700	-.045	-.055
X7	-.247	-.021	.158	.730	.358	.015
X8	.180	.329	.144	.621	.340	.009
X9	-.030	-.066	.331	.755	.380	.236
X10	.319	.151	.064	.807	-.066	.150
X11	.318	.282	.802	.050	-.113	.042
X12	.154	-.019	.941	.126	-.103	.039
X13	.180	-.073	.927	.120	-.039	.145
X14	.197	.032	-.219	.183	.831	-.169
X15	.184	-.026	-.073	.215	.898	-.025
X16	.102	.866	.121	-.008	.069	-.061
X17	-.055	.902	-.073	.154	-.101	.146
X18	.068	.754	.207	.313	.059	.330
X19	-.064	.607	-.162	.074	-.004	.502
X20	-.010	.404	.092	.210	-.047	.727
X21	.119	.050	.116	.039	-.158	.878

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

# Logic Model Evaluation and the Analysis of Job Motivation for Preparing the Performance Indicators of Government Institution: Case of Klungkung, Bali

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