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### Performance Determinants Of Village Government Apparatus In Rupat Utara District

Sonia Elsyahpitri<sup>1\*</sup>, Agustawan<sup>2</sup>, Annie Mustika Putri<sup>3</sup>,

<sup>1 2 3</sup>Program Studi Akuntansi, Universitas Muhammadiyah Riau

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#### ABSTRACT

*This final thesis/task discusses how the performance of village government officials in Rupert Utara sub-district, Bengkalis district in running good village government. Village government performance which is categorized as good can be influenced by several aspects or factors in it, namely public accountability, work ability, organizational culture, and supervision. This type of research is quantitative with data collection methods using questionnaires. The population of this study were eight villages in North Rupert District, Bengkalis Regency. And the sample selected was 64 respondents using purposive sampling method. The results showed that public accountability, work ability, organizational culture, and oversight had a positive and significant effect on the performance of village government officials. This research is expected to provide benefits for village apparatus in making every decision and make individuals responsible and can become an evaluation for the future so that it will be even better.*

#### 1. INTRODUCTION

Performance is a picture of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, vision and mission of the organization contained in the strategic planning of an organization (Mahsun, 2006). In the implementation of services by the government, people's satisfaction will be fulfilled if the services provided by the government to them are in accordance with what they expect, taking into account quality with relatively affordable services and good service quality. The aspect of village governance is still a serious problem, this is because there are still many villages in Indonesia where the governance performance is very poor. The PTT Ministry of Village noted that there are still around 21,000 villages in Indonesia that are still lagging behind. One of the villages in Indonesia is the North Rupert area, where North Rupert has 8 villages. This article also conveys about Village Government HR, this is reinforced based on research conducted by a professor of village administration from the Open University, namely Prof. Dr. Hanif Nurcholis in 2019 said that the majority of village officials in Indonesia do not work. The findings from the UT professors are sufficient to see a portrait of how and to what extent the village government's performance management works.

Corresponding Author:

\*Email: [soniaelsyahputri@gmail.com](mailto:soniaelsyahputri@gmail.com)

**Tabel 1. Target and Realization of Target Achievement**

indicator	2019			2020		
	Target	Realiza-tion	Achieve-ments	Target	Realiza-tion	Achieve-ments
<b>Community Satisfaction Index (IKM)</b>	80,75%	80,00%	99,07%	87,50%	83,00%	94,86%

One of the efforts to improve the quality of public satisfaction, as mandated in Law Number 25 of 2009 concerning Public Services Article 38 paragraph 1 where organizers are obliged to periodically evaluate the performance of public service delivery, needs to compile a community satisfaction index as a benchmark to assess the level service quality. The performance of village government agencies in Kec. Rupert Utara in the LAKIP Kec. report. North Rupert, analysis of the IKM indicator (community satisfaction index) in the table above has reached the target set for 2019 and 2020, but in the LAKIP Kec. North Rupert, there are still obstacles or problems that affect the achievement of targets, namely there are still apparatus who do not understand their main tasks and functions, there are still apparatus who do not comply with regulations and lack of outreach to the community regarding management requirements, so that these obstacles or problems can affect the performance of apparatus in the village of Kec. North Rupert. Another factor affecting performance is organizational culture. Organizational culture is the values that are instilled and applied in the implementation of the organization so that it influences the way members act in an organization. A strong organizational culture will show a good relationship with organizational performance because organizational culture provides loyalty to members of the organization. A conducive organizational culture will also create a high work ethic and morale. The results of Pratama's research (2012) state that the existence of a strong organizational culture will improve employee performance. To support the achievement of good performance or maximum work ability, village government officials are needed in administering government so that officials can carry out their duties properly and produce good work results as well. This is also in accordance with the research of Artini et al (2017) which states that abilities affect employee performance. Another factor that also affects the performance of the village government apparatus is supervision. Stoner, Freeman and Gilbert (2005) in Artini et al (2017) state that supervision is a process to ensure that all activities have been carried out according to plan. Through supervision, various things that can be detrimental to the organization can be monitored, such as errors and deficiencies in the implementation of tasks and irregularities, so that work can run smoothly and employee performance can increase. Supervision from government agencies and the public is certainly necessary so that government officials always provide good performance. This is in line with the results of Purnama's research (2018) which states that the better the supervision is carried out, the higher the employee performance.

## 2. LITERATURE REVIEW AND HYPOTHESIS FORMULATION

### Public Accountability

Public accountability is the obligation to provide accountability, present, report, and disclose all activities and activities that have been carried out by the trustee (agent) which is his responsibility to the giver (principal) (Mardiasmo, 2002).

**Work ability**

ability is the capacity possessed by an individual to do several tasks in a job. If you want to achieve maximum results, an employee must work seriously along with all the capabilities that are owned, supported by existing facilities and infrastructure (Robbins and Judge, 2015)

**Organizational culture**

states that organizational culture is the values, principles, traditions and ways of working that are applied together and influence the way members act in an organization and differentiate the organization from other organizations (Robbins, 2010)

**Supervision**

According to Permendagri Number 7 of 2008 concerning Guidelines for Oversight of the Implementation of Village Government article 1 paragraph 2 what is meant by supervision of the administration of village government is a process of activities aimed at ensuring that village administration runs efficiently and effectively in accordance with plans and provisions of laws and regulations .

**Public Accountability**

Public accountability is the main foundation of the process of good governance. Therefore, government agencies must be accountable for all activities and implementation of their work to the public. In the context of government organizations themselves, public accountability is the provision of information on government activities and performance to interested parties.

The existence of public accountability requires the government to be accountable for government activities and performance to the public, so that it makes employees have a sense of responsibility in carrying out work to provide good performance. Research from Asrini (2017), Puspitasari (2020) and Jatmiko (2020) states that accountability has a significant effect on SKPD performance in the Government. According to this description, the hypotheses to be tested in this study are as follows:

**H1:** Public accountability influences the performance of village government officials in Rupert Utara District

**Work ability**

The existence of adequate work ability so that the implementation of work can be done properly and quickly. Employees who have the ability to work and use all their abilities will be able to complete tasks in their work thereby increasing the performance of these employees.

Work ability determines performance in an organization. The success and skill of carrying out work in an organization is highly dependent on the performance of government agencies. So that the ability to work is important for an employee to be able to complete the job well. Therefore, the stewardship theory is suitable for use because this theory aims at society. And this is where the government is trying to do something for the community through the work ability of the government apparatus so that everything in the Rupert Utara sub-district office is carried out well and the community is satisfied with the progress made by the government.

**H2:** Work ability affects the performance of village government officials in Rupert Utara District

## Organizational culture

Robbins (2010) says that a strong organizational culture is related to good organizational performance because with organizational values that can be understood and widely accepted by employees, of course employees will know what they have to do and can act quickly on the problems they face. .

This stewardship theory is a situation where the government as the steward carries out the operation of activities aimed at the community and the government no longer thinks of its own interests but prioritizes the interests of the organization and the goals of the organization itself. The goal can be seen from the community's satisfaction with the level of service and the performance of the apparatus itself, one of which in assessing the performance of the government apparatus can be taken, namely organizational performance. High organizational performance can be maintained and enhanced with a conducive organizational culture.

**H3:** Organizational culture influences the performance of village government officials in Rupert Utara District

## Supervision

Supervision is an activity that strives for the work to be carried out in accordance with the plans set and or the desired results. Supervision has a close relationship with other management functions, especially with the planning function.

There is supervision to ensure the implementation of activities is in accordance with the plan so that the set targets or goals can be achieved. This is in accordance with what is stated in the stewardship theory where the government carries out all planning activities and operating activities for community goals.

**H4:** Supervision affects the performance of village government officials in Rupert Utara District

## 3. RESEARCH METHOD

### Types and Research Design

For the research design used in this study is a correlational design. Where the design connects the independent variable (X) to the dependent variable (Y). Where there are independent variables (Independent), namely Public Accountability (X1), Work Ability (X2), Organizational Culture (X3), and Supervision (X4). Meanwhile, the dependent variable (Dependent) is Village Government Apparatus Performance (Y).

### Population and Sample

the population in this study were all village apparatus in the North Rupert sub-district office. The sample used in this study was by purposive sampling method, where each Village Office will be given 8 questionnaires. So the number of samples in this study was  $8 \times 8 = 64$  respondents. The respondents are Village Officials in the Rupert Utara Village Office who serve as Village Head, Village Secretary, 3 Heads of Affairs (General Affairs, Finance, and Planning), and 3 Heads of Sections (Government, Welfare, and Services).

### Data analysis technique

The data analysis technique used in this study used multiple linear regression analysis techniques, which were also assisted by using the SPSS (statistical program for special science) application version 22.0 for windows with a significant level of 5%, and carried out

tests including descriptive analysis tests, test data quality (validity test and reliability test), classical assumption test (normality test, multicollinearity test, and heteroscedasticity test), Hypothesis test (multiple linear regression analysis, coefficient of determination and individual parameter significant test or t test.

## 4. RESULTS

### Descriptive Analysis

**Table 2. Descriptive Statistical Analysis Test Results**

<i>Descriptive Statistics</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
Public Accountability (X1)	53	33	45	39,92	3,441
Work Ability (X2)	53	18	30	25,72	2,905
Organizational Culture (X3)	53	43	75	62,62	7,107
Supervision (X4)	53	17	30	25,92	2,674
performance of village government apparatus (Y)	53	59	80	70,57	6,414
Valid N (listwise)	53				

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 2 above, the test results show that for the Public Accountability variable (X1) the average value (mean) obtained is 39.92, Work Ability (X2) is 25.72, Organizational Culture (X3) is 62 .62, Supervision (X4) is 25.92, and Village Government Apparatus Performance (Y) is 70.57. These results explain that if the resulting average (mean) value is greater than the revised standard value, then there is a good distribution of data.

### Validity test

**Table 3. Validity Test**

Variabel	Item	R-Count	R-Table	Information
Public Accountability (X <sub>1</sub> )	X1.1	.556**	0,270	Valid
	X1.2	.580**	0,270	Valid
	X1.3	.706**	0,270	Valid
	X1.4	.621**	0,270	Valid
	X1.5	.647**	0,270	Valid
	X1.6	.602**	0,270	Valid
	X1.7	.703**	0,270	Valid
	X1.8	.758**	0,270	Valid
	X1.9	.820**	0,270	Valid
Work Ability (X <sub>2</sub> )	X2.1	.695**	0,270	Valid
	X2.2	.819**	0,270	Valid
	X2.3	.657**	0,270	Valid
	X2.4	.780**	0,270	Valid
	X2.5	.738**	0,270	Valid
	X2.6	.721**	0,270	Valid
	X3.1	.776**	0,270	Valid

Organizational Culture (X <sub>3</sub> )	X3.2	.712**	0,270	Valid
	X3.3	.684**	0,270	Valid
	X3.4	.763**	0,270	Valid
	X3.5	.656**	0,270	Valid
	X3.6	.734**	0,270	Valid
	X3.7	.736**	0,270	Valid
	X3.8	.729**	0,270	Valid
	X3.9	.617**	0,270	Valid
	X3.10	.476**	0,270	Valid
	X3.11	.573**	0,270	Valid
	X3.12	.469**	0,270	Valid
	X3.13	.624**	0,270	Valid
	X3.14	.855**	0,270	Valid
	X3.15	.659**	0,270	Valid
	Supervision (X <sub>4</sub> )	X4.1	.792**	0,270
X4.2		.747**	0,270	Valid
X4.3		.784**	0,270	Valid
X4.4		.769**	0,270	Valid
X4.5		.716**	0,270	Valid
X4.6		.650**	0,270	Valid
performance of village government apparatus (Y)	Y1	.713**	0,270	Valid
	Y2	.678**	0,270	Valid
	Y3	.536**	0,270	Valid
	Y4	.688**	0,270	Valid
	Y5	.708**	0,270	Valid
	Y6	.712**	0,270	Valid
	Y7	.751**	0,270	Valid
	Y8	.710**	0,270	Valid
	Y9	.676**	0,270	Valid
	Y10	.762**	0,270	Valid
	Y11	.660**	0,270	Valid
	Y12	.729**	0,270	Valid
	Y13	.712**	0,270	Valid
	Y14	.707**	0,270	Valid
	Y15	.685**	0,270	Valid
	Y16	.713**	0,270	Valid

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 3 above, the results of the validity test on 53 questionnaires using moment product correlations show that r counts for the variables public accountability (X1), work ability (X2), Organizational Culture (X3), Supervision (X4), and Performance (Y) greater than r table, namely 0.270 and also has a significance level of less than 5% or 0.05. Thus, all question items from the variables used in this study are declared valid.

### Reliability Test

**Table 4. Reliability Test**

Variabel	Cronbach's Alpha	Information
Public Accountability (X1)	0,830	Reliabel
Work Ability (X2)	0,827	Reliabel
Organizational Culture (X3)	0,904	Reliabel
Supervision (X4)	0,835	Reliabel
performance of village government apparatus (Y)	0,929	Reliabel

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 4. above, it can be seen that the reliability coefficients of the independent and dependent variables show that the Cronbach's alpha coefficient > 0.60 so it can be concluded that all instruments in this study are reliable.

**Normality test**

**Table 5. Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		<i>Unstandardized Residual</i>
N		53
<i>Normal Parameters<sup>a,b</sup></i>	<i>Mean</i>	0,0000000
	<i>Std. Deviation</i>	3,19261980
<i>Most Extreme Differences</i>	<i>Absolute</i>	0,094
	<i>Positive</i>	0,094
	<i>Negative</i>	-0,084
<i>Test Statistic</i>		0,094
<i>Asymp. Sig. (2-tailed)</i>		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 5. above, it can be seen that the results of the Kolmogorov – Smirnov normality test were obtained with the Asymp Sig value. 0.200. Then the results of the normality test in this study can be said to be normally distributed residuals because the Asymp Sig. 0.200 > 0.05

**Multicollinearity Test**

**Table 6. Multicollinearity Test**

		<b>Coefficients<sup>a</sup></b>	
Model		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	VIF
1	<i>(Constant)</i>		
	Public Accountability (X1)	0,684	1,462
	Work Ability (X2)	0,462	2,165
	Organizational Culture (X3)	0,490	2,042
	Supervision (X4)	0,510	1,962

- a. *Dependent Variable:* performance of village government apparatus (Y)

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 6 above, it can be seen that the results of the multicollinearity test between independent variables show that the VIF value of each independent variable is not more than 10 and the tolerance value for each variable is more than 0.10. So it can be concluded that between the independent variables there is no multicollinearity.

**Heteroscedasticity Test**

**Table 7. Heteroscedasticity Test**

		<b>Coefficients<sup>a</sup></b>			
Model		<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	3,479	3,674		0,947	0,348
	Public Accountability (X1)	0,142	0,101	0,234	1,406	0,166
	Work Ability (X2)	0,029	0,145	0,041	0,200	0,842
	Organizational Culture (X3)	-0,100	0,058	-0,339	-1,726	0,091
	Supervision (X4)	-0,048	0,150	-0,062	-0,323	0,748

a. *Dependent Variable:* ABS\_RES

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 7. above, it can be seen that the results of the heteroscedasticity test show a significance value (Sig) between the independent variables with an absolute residual greater than 0.05, so it can be concluded that there is no heteroscedasticity problem.

## Multiple Linear Regression Analysis

**Table 8. Multiple Linear Regression Analysis**

Model		<b>Coefficients<sup>a</sup></b>			Sig.
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	
		B	Std. Error	Beta	
1	(Constant)	5,428	5,906		0,363
	Public Accountability (X1)	0,376	0,162	0,202	0,024
	Work Ability (X2)	0,517	0,233	0,234	0,032
	Organizational Culture (X3)	0,257	0,093	0,285	0,008
	Supervision (X4)	0,800	0,241	0,333	0,002

a. *Dependent Variable:* performance of village government apparatus (Y)

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 8. above, the multiple linear regression equation can be described as follows:

$$Y = 5.428 + 0.376X1 + 0.517X2 + 0.257X3 + 0.800X4$$

## The Coefficient of Determination

**Table 9. The Coefficient of Determination**

Model	R	<b>Model Summary<sup>b</sup></b>		
		<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.867a	0,752	0,732	3,323

a. *Predictors:* (Constant), Supervision (X4), Public Accountability (X1), Organizational Culture (X3), Work Ability (X2)

b. *Dependent Variable:* performance of village government apparatus (Y)

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 9. above, it can be seen that the results of the coefficient of determination, the Adjusted R Square value of 0.568 is obtained, which means that the variable performance of the village government apparatus can be explained by the variables of public accountability,



work ability, organizational culture and supervision of 73.2%, while the remaining 26.8% is explained by other variables outside the model studied.

## T test

**Table 10. T test**

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5,428	5,906		0,919	0,363
	Public Accountability (X1)	0,376	0,162	0,202	2,325	0,024
	Work Ability (X2)	0,517	0,233	0,234	2,214	0,032
	Organizational Culture (X3)	0,257	0,093	0,285	2,774	0,008
	Supervision (X4)	0,800	0,241	0,333	3,312	0,002

a. *Dependent Variable:* performance of village government apparatus (Y)

Sumber: *Output IBM SPSS Statistics 25, 2022*

Based on table 4.9 above, it can be seen that the results of the partial hypothesis (t) will be discussed as follows:

### 1. H1: Public accountability influences the performance of village government officials in Rupert Utara District

Based on table 4.9 above, it can be seen that t count is 2.325 > t table is 2.010 and the sig. 0.024 < 0.05. This means that the public accountability variable (X1) influences the performance of village government officials (Y). Then it can be concluded that H1 is accepted.

### 2. H2: Work ability affects the performance of village government officials in Rupert Utara District

Based on table 4.9 above, it can be seen that t count is 2.214 > t table is 2.010 and the sig. 0.032 < 0.05. This means that the work ability variable (X2) affects the performance of village government officials (Y). Then it can be concluded that H2 is accepted.

### 3. H3: Organizational culture influences the performance of village government officials in Rupert Utara District

Based on table 4.9 above, it can be seen that t count is 2.774

> t table 2.010 and sig. 0.008 < 0.05. This means that the organizational culture variable (X3) influences the performance of the village government apparatus (Y). So it can be concluded that H3 is accepted.

### 4. H4: Supervision affects the performance of village government officials in Rupert Utara District

Based on table 4.9 above, it can be seen that t count is 3.312 > t table is 2.010 and the sig. 0.002 < 0.05. This means that the monitoring variable (X4) affects the performance of the village government apparatus (Y). So it can be concluded that H4 is accepted.

## DISCUSSION

### **The Effect of Public Accountability on the Performance of Village Government Apparatuses in Rupert Utara District**

Based on the SPSS output on the public accountability variable, it shows that  $t$  count is  $2.325 > t$  table  $2.010$  with a significance value of  $0.024 < 0.05$ . It can be concluded that public accountability (X1) influences the performance of village government officials (Y). Then H1 which states that public accountability affects the performance of village government officials in Rupert Utara District.

### **The Influence of Work Ability on the Performance of Village Government Apparatuses in Rupert Utara District**

Based on the SPSS output on the work ability variable, it shows that  $t$  count  $2.214 > t$  table  $2.010$  with a significance value of  $0.032 < 0.05$ . It can be concluded that work ability (X2) affects the performance of village government officials (Y). Then H2 which states that work ability affects the performance of village government officials in Rupert Utara District is accepted.

### **The Influence of Organizational Culture on the Performance of Village Government Apparatuses in Rupert Utara District**

Based on the SPSS output on organizational culture variables, it shows that  $t$  count is  $2.774 > t$  table  $2.010$  with a significance value of  $0.008 < 0.05$ . It can be concluded that organizational culture (X3) influences the performance of village government officials (Y). Then H3 which states that organizational culture influences the performance of village government officials in Rupert Utara District is accepted.

### **The Effect of Supervision on the Performance of Village Government Apparatuses in Rupert Utara District**

Based on the SPSS output on the monitoring variable, it shows that  $t$  count is  $2.774 > t$  table  $2.010$  with a significance value of  $0.008 < 0.05$ . It can be concluded that supervision (X4) has an effect on the performance of village government officials (Y). Then H4 which states that supervision affects the performance of village government officials in Rupert Utara District is accepted.

## **5. CONCLUSION**

Based on the results of the analysis and discussion conducted regarding the Influence of Public Accountability, Work Capability, Organizational Culture, and Supervision of the Performance of Village Government Apparatuses in Rupert Utara District. Then it can be concluded as follows: H1 which states that public accountability influences the performance of village government officials in Rupert Utara sub-district. H2 which states that Work Capability influences the Performance of Village Government Apparatuses in Rupert Utara District. H3 which states that Organizational Culture influences the Performance of Village Government Apparatuses in Rupert Utara District. H4 which states that Supervision affects the Performance of Village Government Apparatuses in Rupert Utara District.

## **LIMITATION**

In carrying out the research, the researcher found that this research was not a perfect research. And because of that the researchers found there are still limitations in the implementation of this research, namely: *first*, The questionnaires that the researchers distributed still encountered problems where there were still several apparatuses who were carrying out assignments outside the region and that could lead to incomplete questionnaires. *Second*, At the time of filling out the questionnaire there were also several apparatus who did not fill in the data completely and that could cause the questionnaire to not be processed.

*Third*, The researchers also did not take or include hamlet heads as samples because the hamlet heads did not live in the village office and spent more time outside the office to monitor their respective hamlets.

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