



## Performance Indicators of Basic Infrastructure of *Kotaku* Program (The City without Slums)

Awliya Tribhuwana<sup>1, a)</sup> and Ohan Farhan<sup>1, b)</sup>

<sup>1</sup>*Fakultas Teknik, Program Studi Teknik Sipil, Universitas Swadaya Gunung Jati Cirebon*

<sup>a)</sup> Corresponding author: [tribhuwana69@gmail.com](mailto:tribhuwana69@gmail.com)

<sup>b)</sup> [ohan.farhan@yahoo.com](mailto:ohan.farhan@yahoo.com)

**Abstract.** Wotgali Village is a slum area. The aim of the current research is to find out the performance of slum base infrastructure using Lakip (Government Agency Accountability Report) of *Kotaku* (City without Slums) Program. The first step was performed by identifying the initial settlement (base line), then some treatments on the facilities and infrastructure (finish line), performance evaluation stages of the preparation, planning, implementation, and sustainability stages. The research used qualitative and quantitative approach. Qualitative measurement began with a numerical assessment of the results on the level of regional slum. In addition, quantitative data used the Lakip simulation using results of the *Kotaku* program stage performance. Results of the initial condition reach value of 32%. It is categorized as slight slums with an average sectoral slum of 36.68%. Basic infrastructure development which has final technical reached 24% and is included in slight slum with an average sectoral of 27.50%. The performance of LAKIP *Kotaku* was in preparation phase 90.46% (very good performance), planning stage was 89.93% (very good performance), implementation stage was 90.25% (very good performance), sustainability stage was 85.21% (better performance). Thus, the achievement of *Kotaku* program is 85.19% with a range of value of 80-90. The value is included as better performance result. Results of the analysis can be concluded that level of slum can be reduced to 19% (not slum) by creating some improvements to basic facilities and infrastructure. In the following year, involving Lakip Performance, the planning stage can be enhanced through community participation and active involvement.

Key Words: Program; performance indicators; simulation; development benefits

### INTRODUCTION

The development of an area that is less integrated and planned causes incomplete basic infrastructure and facilities. It leads to the emergence of housing and settlements with poor quality and not suitable for residential. The emergence of slums is caused by the unsuitable conditions. These unsuitable conditions which are not suitable for residential consist of population and buildings that are too dense and less supported by the quality of facilities and infrastructure as technical requirements for living area [1]. In addition, slum housing is housing which has low quality as a place of residence. [2], [3], [4]. If an area has 5 out of 7 slum indicators then the area is categorized as a slum area. [5] states that seven slum indicators include building conditions without arrangement, density levels and far beyond technical standards, environmental road conditions with inadequate service and quality of the environmental roads, drainage and the absence of puddle, adequate and or appropriate facilities and infrastructure, connectedness of drainage in the city system and drainage construction quality, waste water treatment, waste treatment system and fire protection [4].

Research on the performance of basic infrastructure in slum areas is inadequate. Previous studies have focused more on identifying the quality [5], factors causing slums [6], characteristics and improving the quality of settlements as well as strategies to deal with the slums [7]. In addition, the performance of basic infrastructure in slums is still limited. Most of the previous researches focus on identifying slums without knowing more about the performance of basic infrastructure. In fact, by knowing the performance of basic infrastructure in slums, the performance in *Kotaku* (Kota Tanpa Kumuh) program will be more visible to

improve the quality of housing. National Slum Upgrading Project (NSUP) or known as *Kotaku* program in Indonesia is one of strategic efforts initiated by the Ministry of Public Works and Public Housing to accelerate of handling slums in Indonesia and support the 100-0-100 Movement. It is for 100 percent universal access to drinking water, 0 percent of slums, and 100 percent access to proper sanitation [7]. The purpose of basic infrastructure performance indicators in *Kotaku* program is to find out the indicators of resolved infrastructure achievements. In order to have further look on the performance of each stage, *Lakip Kotaku* program was performed. LAKIP stands for Laporan Akuntabilitas Instansi Pemerintah (*Government Agency Accountability Report*). Government Agency Accountability Report (LAKIP) is prepared as a form of accountability for the implementation of programs and activities that have been determined to achieve strategic goals.

## Slums

Housing and settlements are very closely related to the level of slums in an environment. Adequate infrastructure is one of 7 indicators for handling slums. Infrastructure can also be described as a set of facilities that are deliberately created to support the activities of the community [8]. The handling of slums is very complicated and difficult to implement because of the interrelation on factors supporting the cause. The most important thing in making fundamental decisions in handling slums is to do a strong analysis that takes into account factors such as regional conditions, population characteristics, land status, building density, basic facilities and infrastructure and slum level [9]. Settlements in Wotgali Urban Village are categorized as slum typology. Because the settlement is located around the centers of socio-economic activities, such as traditional markets, shops, schools, and others. Based on identification data in the field and slum calculations, it shows that wotgali is as in the picture below.



FIGURE 1. Wotgali Initial Slum Conditions

## Performance Indicator

Performance is a measure of the value obtained by an agency or institution or an organization that can be obtained during a certain period. [10] states that performance has a very strong relationship with organizational strategy to make a good contribution to work. In details, [11] describes that performance is a picture in the level of achievement of the work of an activity of program or policy to achieve goals, objectives, mission and vision. Based on the decision of the Head of the State Administration Agency [12], it is written that performance is a description of a job in achieving the goals and objectives of the government agencies as a description of the vision and mission.

Performance is the level of success in carrying out each task and ability to achieve the goals set. [13] states that performance is considered good and successful if the desired goals can be achieved properly. The same thing is stated by [14] that performance is the result or level of success of a whole person during a certain period in carrying out activities. Performance is a function, motivation and ability, according to [15]. Whereas in [16], the notion of performance as work performance is a comparison between work results and established standards. In another concept that performance as a benchmark for success in doing a job [17]. In management behavior, performance is an assessment of the quantity and assessment of the quality produced or services provided by someone in doing work [18].

The effectiveness of the organization in meeting the needs can be determined in each group. It is in accordance with systematic efforts and able to improve the organization's ability to achieve its needs effectively in organizational performance [19]. Performance is work performance. [20] said that work performance is the

result of work obtained from carrying out activities that are charged to someone. According to [21], Job performance is the result and maximum quality. To deal with future problems, some management actions need to be taken to ensure three aspects performance of the company including behavior in carrying out activities or tasks and in producing work, according to [22].

Based on the explanation above, the notion of performance is extracting the potential in the form of behavior or the way a person or group of people performs activities that can produce a product and is a manifestation of all activities and job responsibilities given to them.

The core of this research is to find out the performance of slum base infrastructure with the performance of LakiP (Government Intention Performance Accountability Report) *Kotaku* (The City without Slum) Program activities. Therefore, it can make improvements to basic infrastructure in the following year which is strengthened by community level participation and involving the community in the next phase.

## METHODOLOGY

The research located in the village of Wotgali. It is located in the north of the capital city of Cirebon Regency using a mix method method. Qualitative data were obtained using a field survey, this method emphasizes the aspect of in-depth understanding of a problem, in-depth analysis techniques by studying case by case. In addition, the quantitative method emphasized more on the aspect of measuring objectively the social phenomena by translating into problem components, variables, and indicators.

Primary and secondary data are needed to make the qualified study. Required data included primary and secondary survey data. Primary survey data was conducted with the aim to obtain data directly from respondents through interviews with 15 Heads of Neighborhood (RT). Data provided by the deployment of the forming questionnaire parameters such as: the conditions of the building, the conditions of the ward road, the conditions of the provision of drinking water, the environment drainage conditions, the drinking water treatment conditions, the condition of the garbage treatment system and the fire protection conditions. Then do a rundown numerical assessment with a score of not served 25%-50% by a score of 1, not served 51%-75% by 3 and not served 76% -100% by 5. In addition, to find out the condition of the region, primary data were obtained through a questionnaire. Secondary survey data in the form of documents obtained from relevant government agencies.

The initial step is to create a form to fill deciding the slum parameters. This form contains research area data which includes 7 indicators and 19 slum parameters. The second step is to create a LAKIP indicator matrix consisting of the stages of preparation to the sustainability stage as follows: inputs, processes, outputs, outcomes, impacts and benefits which are then transferred to the LAKIP questionnaire form. The next step is to identify the initial settlement (base line) related to the handling of infrastructure and facilities (finish line). Then, the LAKIP performance appraisal is the preparation, planning, implementation, and sustainability stages.

Slum level analysis is aimed to determine whether a settlement area is considered as a slum area by giving a score in the numerical assessment of sectoral slums. The assessment was carried out after obtaining the initial baseline data of the area by taking into account 7 slum indicators and parameters and using a typology classification scoring method for the level of slums found in each of the smallest community units in the community. The level of slum classification is classified as severe, moderate, mild and non-slums.

Analysis of LAKIP indicator instruments contain information on the performance of target, program, and activity. The target performance as an embodiment of the performance of the year concerned as well as indicators of the level of its achievement plan. Program performance is a phasing performance in the implementation of activities. Activity performance has a link between one activity with another by utilizing resources in achieving certain goals and objectives.

Activity performance indicators include: input performance indicators are any implementation of activities in the framework of producing outputs that must be supported by human resources, information, policies, funds, materials, time, technology, and so forth. Output performance indicators are products or services including physical or non-physical forms as a direct result of the implementation of an activity or program based on the input. An outcome performance indicator is related to the ultimate goal or the functioning of an output performance indicator for the medium term, so that the outcome meets the needs and expectations of the community. Benefit performance indicators are all things that can be directly felt by the community, for example physical activities so that the availability of public facilities can be used or utilized directly by the community. Impact performance indicators are all things that can affect social, economic, environmental, and public interests, the impact can be bad and good.

## RESULTS AND DISCUSSION

### Improving the Quality of Slum Settlements

Wotgali Urban Village is a suburb of Cirebon city. However, it has high frequency of trading activities especially with batik tourism areas. In addition, there are traditional markets and several shops. Housing conditions and residential areas are very populated. The situation of the area is included in the category of low slums which is in accordance with the result of field data and analysis of the level of sectoral slums. Implementation of numerical assessment in RT 1 - 15 Wotgali brings suspension on every aspect of causes of terror, and average rate of slum in sectoral before and after the implementation of the programs without slums. The results of the sixfold quality of settlements are shown on the table below. At RT 1, initial identification with an assessment of 7 aspects of slums with 19 slums criteria earning an initial of sectoral slum of 36.44% with a 31 initial value of slum score, after a poverty-free city program is completed then last identified of the slum area and get final average of sectoral slum of 23.70% with a 20 final value of slum level. From the analysis of sectoral slums from 15 Heads of Neighborhood, there are some differences in the value of slum levels. However, all Wotgali areas are still categorized as slight slums.

**TABLE 1.** The result of slum quality improvement

Area	Initial Average of Sectoral Slum	Initial Value of Slum Level	Final Average of Sectoral Slum	Final Value of Slum Level	Remarks
RT1	36.44 %	31	23.70 %	20	Slight Slum
RT2	37.12 %	34	32.29 %	29	Slight Slum
RT3	42.10 %	37	30.39 %	28	Slight Slum
RT4	38.41 %	34	25.67 %	21	Slight Slum
RT5	37.93 %	32	30.06 %	26	Slight Slum
RT6	38.69 %	33	28.13 %	26	Slight Slum
RT7	35.80 %	32	23.62 %	21	Slight Slum
RT8	34.52 %	31	27.70 %	25	Slight Slum
RT9	34.53 %	29	27.39 %	23	Slight Slum
RT10	42.01 %	35	30.26 %	24	Slight Slum
RT11	44.71 %	35	37.09 %	34	Slight Slum
RT12	37.80 %	35	28.17 %	27	Slight Slum
RT13	48.53 %	40	32.67 %	28	Slight Slum
RT14	47.94 %	41	40.21 %	35	Slight Slum
RT15	45.67 %	38	37.84 %	32	Slight Slum

*Source: Result of calculation*

The results of the identification on the initial and final average slum show that there is a difference value between the sectoral. This indicates that every neighborhood has been renovated or improved basic infrastructure to improve the quality of housing and slums. It is the implementation of basic infrastructure development, there are priorities that are carried out so that the implementation of development cannot all be carried out or according to the planned targets. Prioritized priorities are building conditions that are not in accordance with technical requirements, environmental road conditions, wastewater treatment conditions that are not in accordance with technical requirements, conditions for processing solid waste facilities and infrastructure that are not in accordance with technical requirements and not maintaining solid waste treatment facilities and infrastructure. However, they put some priorities in the implementation of basic infrastructure development as stated in the planned targets. The priorities are dealing with less standard of building, road, and wastewater treatment conditions, infrastructure and solid waste facilities that are not in accordance with the technical requirements.

Only RT 13 and 14 have the most slums of 40 and 41. The value is almost categorized as moderate with the value of the slum level of 45-70. Thus, the priority of investment in basic infrastructure and facilities is more focused on both the neighborhood. From the results of the calculation, the average sectoral range are 34.52% - 48.53%. Therefore, the level of slum in Wotgali area is slight with a limit value of 19 - 44.

Some administrations and treatments carried out in the Wotgali environment are related to the facilities and infrastructure. The efforts are planned in terms of the condition or level of slum in the area. The level is in accordance with the buildings that in fact are less standard of the eligible technical requirements. The condition is shown in the table below.

**TABLE 2.** Initial and Final Conditions of Slums in Wotgali

Slum Aspects	Slum Criteria	Initial Sectoral Condition	Final Sectoral Condition	Physical Investment	Physical Progress
Buildings condition	Irregular Density	10.50 %	10.50 %	-	-
	Less Technical Standard	-	-	-	-
		42.29 %	41.04 %	1.25 %	100 %
Road	Coverage	-	-	-	-
	Quality	23.28 %	0 %	23.28 %	100 %
Drinking Water Supply	Availability	18.83 %	18.83 %	-	-
	Unsatisfied	1.02 %	1.02 %	-	-
Drainage	Non-Runoff	10.21 %	10.21 %	-	-
	Non-Drainage	33.19 %	33.19 %	-	-
	Disconnected City Drainage	-	-	-	-
	Unwell Maintained Drainage	33.19 %	33.19 %	-	-
	Construction Quality	66.81 %	66.81 %	-	-
Wastewater Management	Non-Standard Management System	20.04 %	20.04 %	-	-
	Non-Standard Facilities	38.74 %	0 %	38.74 %	100 %
Waste Management	Non-Standard Facilities	100 %	0 %	100 %	100 %
	Non-Standard Management System	89.95%	89.95 %	-	-
	Unwell Maintained Waste Management	100 %	70.64 %	29.36 %	100 %
Fire Protection Infrastructure	Unavailable Fire Protection Facilities	100 %	100 %	-	-
	Unavailable Fire Protection	100 %	100 %	-	-
	Infrastructure				

*Source: Result of calculation*

Based on the table above, it shows the initial and final sectoral conditions of various facilities before and after the treatment as well as physical and progress investment. Initial sectoral conditions and physical infestations for buildings in Wotgali reached 42.29% and 1.25%. However, it decreased after the treatment to 41.29% and even physical progress reached 100%. The condition of road damage initially was 23.28%. After the treatment, the damage to road facilities becomes 0.00%. The availability to access drinking water in the initial and final sectoral conditions is only 18.83% and 1.02%. Nonetheless, condition does not happen to the environmental drainage. There is no change both before and after the treatment. Infrastructure for wastewater management system in Wotgali is still not in accordance with the standard technical requirements. In addition, waste management has improved both in terms of facilities and infrastructure. Different things are in the fire protection facilities and infrastructure that are not yet available.

**TABLE 3:** Slum Facilities and Infrastructure Investment Results

Description	Initial Condition	Final Condition	Types of Infrastructure
Slum Area (ha)	14.00	10.50	Settlement renovation, Roads,
Scoring	32	24	Waste Drainage, Trash Bin,
Average Sectoral Slum	36.68 %	27.69 %	Waste Management System
Treatment Impact	0 %	24.50 %	
Slum Levels	slight	slight	

*Source: Result of calculation*

The slum area in Wotgali is 14 hectares which consists of 1,038 residential buildings inhabited by 5,452 residents and 1,492 households. After the treatment, the table shows that the size of the slum area becomes 10.50 Ha. A total of 3.50 hectares were managed with an initial scoring value of 32 to 24. Average sectoral slum is of 27.69% with the contribution of treatment of 24.50%. The above results indicate that Wotgali sub-district is categorized as a slight slum.

## Performance Indicator of *Kotaku* Program

The implementation of the settlement quality improvement program requires the role of the community in every activity. This is evidenced by the results of the distribution of questions in the slum area starting from the stages of preparation, planning, preparation, and sustainability. Questions submitted to the community about the plan and realization of each work, the stages of implementation are as in table 4 below.

**TABLE 4.** The level of activity program improvements to slums

Description	Phase
Preparation	Initial Socialization and Discussion Institution readiness and Enforcement
Planning	Vision and Mission of the Residence Critical Reflection Self-Mapping Preparation Self-Mapping Implementation (review data base) Problem, Potential and Constraints Identification Self-Study/Analysis Environmental Self-Planning (RPLP) Environmental Self Technical Planning (RTPLP) Priority Areas Self-Mapping Results of self-mapping study of priority areas Plan Drafting
Implementation	Preparation in village level Implementation of village construction
Sustainability	Development and Innovation Integration of development planning and budgeting Monitoring and Evaluation Capacity Building

The following is the achievement of performance indicators with initial socialization activities and discussion among the community in RT 1-15.

**TABLE 5.** Initial Socialization of the *Kotaku* Program

Activities	Input	Process	Output	Outcome	Benefit	Impacts
Initial Socialization and Community Discussion	Human Resource	<i>Kotaku</i> program socialization	Implementation of the <i>Kotaku</i> Program	Collaboration	<i>Kotaku</i> Program	Residential Improvement
Performance Indicator	93-100	100	100	77.6 – 90	73 – 90	70

*Source: Result of calculation*

Performance indicator input has interval of input of 93-100%, process 100%, output 100%, outcome 77.6% - 90%, benefit 73-90% and impact 70%. Input indicator performs a value showing the number of human resources during the activities of 93%. This shows that the number is lesser than the target in the process column of 100%. The targeted socialization was conducted within three meetings as shown in the output column.

The performance of measuring forms is done according to the approach of LAKIP indicator and the corresponding between plan and realization in each activity at table 4 starting from the stages of preparation, planning, implementation, and sustainability. The performance value of each activity with the charge and performance assessment on each evaluation form include the activity evaluation form, the program evaluation form and the performance evaluation form of performance. Assessments from some policy performance forms at table 6 with an average from rt 1 to rt 15.

**TABLE 6.** Evaluation of the Performance of the Report on *Kotaku* Program

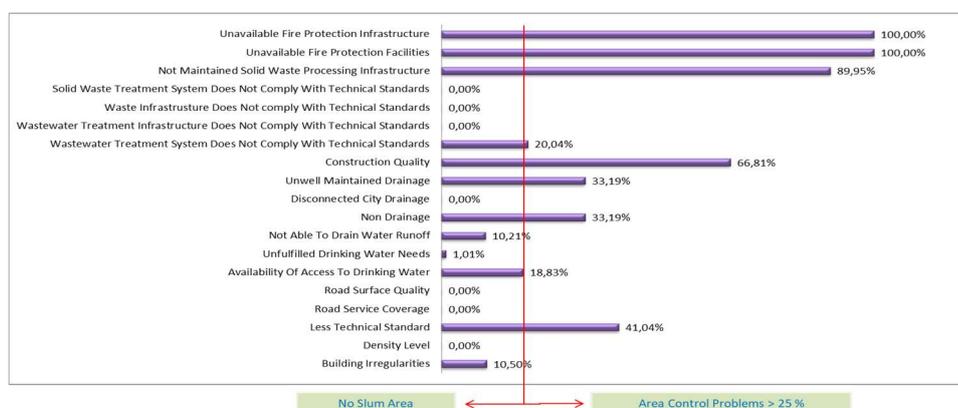
Description	Phase	Outcome Average (%)
Preparation	Initial Socialization and Discussion	90.37
	Institution readiness and Enforcement	90.55
Planning	Vision and Mission of the Residence	90.07
	Critical Reflection	91.26
	Self-Mapping Preparation	90.41
	Self-Mapping Implementation (review data base)	90.23
	Problem, Potential and Constraints Identification	89.34
	Self-Study/Analysis	89.64
	Environmental Self-Planning (RPLP)	88.80
	Environmental Self Technical Planning (RTPLP)	90.26
	Priority Areas Self-Mapping	90.14
	Results of self-mapping study of priority areas	90.14
	Plan Drafting	88.93
Implementation	Preparation in village level	90.26
	Implementation of village construction	90.24
Sustainability	Development and Innovation	86.18
	Integration of development planning and budgeting	83.58
	Monitoring and Evaluation	85.77
	Capacity Building	85.24

Source: Result of calculation

Lakip *Kotaku* performance in the preparation stage with a performance score of 90.46%, consisting of initial socialization and deliberation of community readiness with a performance of 90.37% and the formation of institutional strengthening Participatory planning team with a performance of 90.56%, the preparation stage performance has a very good performance with a range of values (90-100 ), planning stage 89.93%, implementation phase 90.25%, sustainability stage 85.21%. So that the performance of city without Slums was 85.19% with a range of 80-90 with better performance results.

### Implementation of Village Development

Slum handling priorities, based on the priority of the results of the collective agreement discussed in the follow-up plan for handling slum areas by the village government and local communities, the graph below states the final result of the implementation of slum development, with the meaning that the greater the percentage is not finished and there has been no action improvement.



**Figure 2.** Wotgali Slum Final Condition

## CONCLUSION

Partnership between the local government, the private sector and the community area very important for the successful prevention and handling of slum areas, good partnership can provide periodic or sustainable treatment, so that it can carry out the government's program in eradicating slum settlements in every village. Eradicating slum settlements can be used as an indicator of the performance of the chief of sub-district and village chief.

The private sector should be motivated to contribute toward the development of the city's programme without slums, its target is focused on reducing the slum lot. Moreover, strengthen government institutions in managing prevention and handling of slum area. LKM/BKM as community institution should play a more strategic role. LKM/BKM facilitate communities in planning and implementation of prevention and treatment of slum areas, by involving community participation and increasing the capacity of LKM to address the problems associated with efforts to improve the quality of settlements effectively and efficiently.

Target of the implementation of basic infrastructure the next year in slum areas is related to several things. Wotgali Slum final conditions means that the greater the percentage is not finished and there has been no action improvement. The facilities and infrastructure for fire protection are 100% not finished, solid waste processing infrastructure was 89.95% not maintained, wastewater treatment system does not comply with technical standards of 20.04%, construction quality of 66.81%, non – drainage of 33.19%, technical standard which is 41.04%. The average performance of the sustainability stage is 85.21%, institutional development and collaborative development of 86.18%, integrated development planning and regional budgeting of 83.58%, monitoring and evaluation of each work 85.77% and capacity building 85.24%. In this case, it is expected that the involvement of regional communities on the implementation of *Kotaku* program or the city without slums is essential. As a result, the sustainability stage can boost or improve the quality of settlements or residence to achieve zero slum areas.

## REFERENCE

- [1] V. Kusumawardhani, S. H. Sutjahjo, and I. K. Dewi, "Penyediaan Perumahan Dan Infrastruktur Dasar Di Lingkungan Permukiman Kumuh Perkotaan (Studi Kasus Di Kota Bandung)," *NALARS*, vol. 15, no. 1, p. 13, 2016, doi: 10.24853/nalars.15.1.13-24.
- [2] E. Oktaviansyah, "Penataan Permukiman Kumuh Rawan Bencana Kebakaran Di Kelurahan Lingkas Ujung Kota Tarakan," *Penataan Permukiman Kumuh Rawan Bencana Kebakaran Di Kelurahan Lingkas Ujung Kota Tarakan*, vol. 14, no. 2, pp. 141–150, 2012, doi: 10.15294/jtsp.v14i2.7093.
- [3] A. Taveriyanto, "Perumahan Tepi kota Semarang," no. 024, pp. 97–106, 2004.
- [4] W. I. Ervianto, "Pengelolaan Permukiman Kumuh Berkelanjutan Di Perkotaan," *J. Spektran*, vol. 7, no. 2, pp. 178–186, 2019.
- [5] M. D. Bainamus *et al.*, "Fuzzy K-Nearest Neighbor ( Studi Kasus : Kelurahan Kota Bengkulu )," vol. IV, pp. 61–71, 2019.
- [6] A. S. Wimardana, "Faktor Prioritas Penyebab Kumuh Kawasan Permukiman Kumuh Di Kelurahan Belitung Selatan Kota Banjarmasin," *J. Tek. ITS*, vol. 5, no. 2, 2016, doi: 10.12962/j23373539.v5i2.18386.
- [7] A. Annisa Amalia, "Karakteristik Hunian Permukiman Kumuh Kampung Sapiria Kelurahan Lembo Kota Makassar," *Nat. Natl. Acad. J. Archit.*, vol. 5, no. 1, pp. 13–22, 2018, doi: 10.24252/nature.v5i1a2.
- [8] A. C. Permata Sari, "Analisis Implementasi Pembangunan Partisipatif dalam Program Kota Tanpa Kumuh ( KOTAKU ) Studi Komparatif : Desa Bligo Kecamatan Candi dan Desa Jiken, Kecamatan Tulangan, Kabupaten Sidoarjo, Jawa Timur," *Equilib. J. Ekon.*, vol. 14, no. 2, p. 57, 2018, doi: 10.30742/equilibrium.v14i2.452.
- [9] N. Nafsi, Aspin, Santi, and S. Belinda, "Karakteristik Permukiman Kumuh ( Studi Kasus Kecamatan Semarang Utara Kota Semarang ) Jurusan Arsitektur Fakultas Teknik – Universitas Halu Oleo Jurusan Arsitektur Fakultas Teknik – Universitas Halu Oleo," *J. Planol.*, vol. 1, no. 1, pp. 30–39, 2019.
- [10] Rajagukguk, "Pengaruh Perilaku Organisasi Penelitian ini bertujuan untuk mengetahui pengaruh perilaku organisasi (perilaku individu, perilaku kelompok, sistem organisasi) terhadap prestasi karyawan pada PT. Perkebunan Nusantara II (persi terhadap Prestasi Karyawan pada P)," *J. Ilm. Methonomi*, vol. 3, no. 2, pp. 124–137, 2017, [Online]. Available: <https://media.neliti.com/media/publications/197040-ID-pengaruh-perilaku-organisasi-terhadap-pr.pdf>.
- [11] T. Ismail *et al.*, "Hubungan Strategi Dan Kinerja," vol. XIX, no. 01, pp. 129–143, 2015.

- [12] “Lembaga Administrasi Negara Republik Indonesia Jakarta , 2003,” 2003.
- [13] E. Supardi, “Pengembangan Karir Kontribusinya Terhadap Kinerja Pegawai,” *J. Geogr. Gea*, vol. 9, no. 1, 2016, doi: 10.17509/gea.v9i1.1680.
- [14] Nurhayati, “Membangun Kinerja Melalui Pengembangan Komitmen Guru di Kota Semarang ”, Fakultas Ekonomi Universitas Muhammadiyah Semarang,” pp. 1–21, 2011.
- [15] R. N. I. Sari and H. S. Hadijah, “Peningkatan Kinerja Pegawai Melalui Kepuasan Kerja Dan Disiplin Kerja,” *J. Pendidik. Manaj. Perkantoran*, vol. 1, no. 1, p. 204, 2016, doi: 10.17509/jpm.v1i1.3389.
- [16] M. Ahyaruddin and M. F. Amrillah, “Faktor Penentu Kinerja Pemerintah Daerah,” *J. Akunt. Multiparadigma*, vol. 9, no. 3, pp. 471–486, 2018, doi: 10.18202/jamal.2018.04.9028.
- [17] A. A. Lambajang, D. P. E. Saerang, and J. Morasa, “Pengaruh Pengetahuan Tentang Anggaran, Partisipasi Masyarakat, Transparansi Kebijakan Publik, Dan Akuntabilitas Publik Terhadap Pengawasan Keuangan Daerah Pada Dewan Perwakilan Rakyat Daerah di Wilayah Sulawesi Utara,” *J. Ris. Akunt. Dan Audit. “Goodwill,”* vol. 9, no. 1, pp. 104–117, 2018, doi: 10.35800/jjs.v9i1.19630.
- [18] S. B. Raharjo, “Evaluasi Trend Kualitas Pendidikan Di Indonesia,” *J. Penelit. dan Eval. Pendidik.*, vol. 16, no. 2, pp. 511–532, 2013, doi: 10.21831/pep.v16i2.1129.
- [19] Samsuni, “Penulis adalah Kasubbag Keuangan pada Fakultas Syariah dan Ekonomi Islam UIN Antasari Banjarmasin. 113,” *Manaj. Sumber Daya Mns.*, vol. 17 no 31, no. 31, pp. 113–124, 2017, [Online]. Available: <http://ejurnal.staialfalabhjb.ac.id/index.php/alfalahjikk/article/view/19>.
- [20] Dr. Dedi Rianto Rahadi, *Manajemen Kinerja Sumber Daya Manusia*, vol. 78, no. 3. 2004.
- [21] E. Khumaedi, “Pengaruh Disiplin Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Sentra Operasi Terminal Pt. Angkasa Pura Ii,” *J. Ilm. Manaj. dan Bisnis*, vol. 2, no. 1, pp. 486–497, 2016, doi: 10.22441/jimb.v2i1.3691.
- [22] I. K. Hayati, “Analisis Penerapan Quality of Work Life ( Qwl ) Terhadap Kepuasan Kerja Dan,” *Manaj. Ind. Telekomun. Bogor*, pp. 545–553, 2011.