The Effect of Organizational Control and Structure Systems on Employee Performance at The Community And Village Empowerment Services and National and Political Unity In Banjar City

Sahudi[1], Benyamin Harits[2], Iwan Satibi[3]
[1,2,3] Universitas Pasundan, Bandung, Indonesia
*e-mail: benyamin.harits@unpas.ac.id

ABSTRACT

This research starts from the fundamental problems of low performance of employees at the Agency of Empowerment of Community and Village, Nation Unity and Politics at City of Banjar. Its thought to have been came by Controling System and Organizational Structuring towards Employee Performance at the Agency of Empowerment of Community and Village, Nation Unity and Politics at City of Banjar, not yet implemented. The approach in this study refers to the context of the theory of Controling System and Organizational Structuring also Employee Performance as part of the scope of Public Administration. The method of research used explanatory survey with technical analysis Structural Equation Modeling (SEM), while the population is Agency of Empowerment of Community and Village, Nation Unity and Politics at City of Banjar. The results of the study showed the need for further research on the optimization of the increasing influence of Controling System and Organizational Structuring on Employee Performance at the Agency of Empowerment of Community and Village, Nation Unity and Politics at City of Banjar, viewed from the perspective of Public Administration. This is indicated by the existence of other variables that influence the Employee Performance at the Agency of Empowerment of Community and Village, Nation Unity and Politics at City of Banjar.

Keywords: *Public Administration, Controling System, Organizational Structuring, Employee Performance, Structural Equation Modeling*

INTRODUCTION

This era is an era of globalization, meaning that the date of the period or era as a globalized, rounded or globalized world process. Thus, the era of globalization is often called the era of mondialization, which is an era in which a global process occurs. This global process has occurred since the 1980s, precisely in various fields or aspects of human life, whether in the political, social, economic, religious fields and especially globalization in the field of technology.

The era of globalization as a period of time in which real global processes occur, everything that happens in the world, also happens in other parts, because of the acceleration of information through digital transportation and communication technology. This phenomenon shows that increasingly sophisticated transportation and communication technologies are able to connect human beings in all parts of the world, so as to create a common life, a society that includes all of humanity with a shared history of life in the history of mankind.

The influence of the globalization era can bring positive and negative impacts, positive impacts can allow for major changes to the pattern of human life, among others: in the way humans work, the more active they are to utilize and deepen their life capacities and the more they want to display human values and cultural identity. . Meanwhile, the negative impacts of the globalization

era, among others: the occurrence of cultural imperialism from developed countries over developing countries and lead to the emergence of an individualistic society that is not religious.

This negative impact will give bad access to various segments of the organization, including government organizations and their human resources that require a more humane approach in the form of a more specific nurturing, mentoring and coaching approach. In organizational activities, it is necessary to take a comprehensive approach, so that every component of the organization, especially employees, can work with full responsibility and be aware of the demands of tasks that require skill, prudence and accuracy that must be carried out by all organizational devices.

One way to show a conscious attitude of duties and responsibilities at work requires skills from organizational managers by creating a control system model, so that all organizational components from top to bottom levels can work with diligence and control and do not take actions that can harm organization as a whole.

The control system in question is a means of collecting and using information to assist and coordinate the planning process. According to Mulyadi and Setiawan (2001:3) which states that: "The management control system is a system used to plan various activities for the realization of the organization's vision through the mission that has been selected and to implement and monitor the implementation of the intended activity plan".

The essence of the control system is basically a system used by management to build the future of the organization in a better way. In building a better organization, it is necessary to first determine the mission of the organization as 'the chosen track' or in other words choose a path to bring the organization to realize its future.

After determining the mission of the organization, the next step that needs to be taken by the organization is to describe the condition of the organization in the future by describing the condition of the organization that will come as the vision of the organization. To realize the vision of the organization, through the chosen mission, it is also necessary to organize an effective and fundamental organization in order to make a breakthrough for the demands of organizational change in accordance with today's needs.

Organizational restructuring can be carried out in various forms, including through reorganization, both on a large and small scale. Large-scale changes in organizational structuring can take the form of reorganizing organizational structures, developing work units or even reducing positions as a form of rationalization of needs in various sectors of existing work units. Meanwhile, on a small scale, carry out internal arrangements in the form of promotions and job transfers within the work unit of the organization.

Organizational structuring is a form of organizational change by rearranging the organization, both in terms of structuring and structuring its human resources, even adding or reducing positions or work units. The purpose of organizational structuring, among others, is to streamline work patterns and increase the efficiency of excessive use of materials. French and Bell (1981: 472) suggested the direction of organizational structuring, including: "A planned process in which applied behavioral science principles and practices are introduced into an ongoing organization toward the goals of affecting organizational competence and greater organizational performance".

This opinion explains that organizational structuring is a systematic planning process that applies the principles and practices of individual behavioral science that are introduced in organizational activities continuously to achieve the goals of organizational improvement and better organizational competencies and better organizational performance as well.

Departing from the above thought, it appears that the success of the organization in carrying out its mission and vision is not enough to formulate or develop a control system, but must also be accompanied by organizational structuring so that the organization is able to utilize its apparatus effectively and be able to work efficiently, so as to encourage increased performance. employees as a whole. On that basis, the control system and organizational structuring is believed to be a variable capable of solving employee performance problems in the organization as a whole.

Organizational performance in question is the completion of quality work, on time accompanied by the quality and quantity of work produced in accordance with predetermined targets. The implementation of a job is judged to meet the right standards, when referring to the results of the work in accordance with predetermined quality standards, so as to achieve the right results and targets, according to Jamari in Rivai (2009: 633) stating that employee performance "as an embodiment of the authority of duties and responsibilities defined by the organization". Thus, employee performance is meant as a form of carrying out the tasks assigned to employees or officials in accordance with the authority of their superiors. The realization of employee performance includes the performance of employees at the Community and Village Empowerment Service and National and Political Unity in Banjar City.

The Department of Community and Village Empowerment and National Unity and Politics of Banjar City, was established based on the Banjar City Regional Regulation Number 8 of 2016 concerning the Formation and Structure of the Banjar City Regional Apparatus. Based on Banjar Mayor Regulation Number 30 of 2016 concerning Main Duties, Functions and Work Procedures, the main task of the Department of Community and Village Empowerment and National Unity and Politics of Banjar City is to carry out the preparation and implementation of regional policies in the field of Community and Village Empowerment and the Sector of National Unity and Politics .

The Department of Community and Village Empowerment and National Unity and Politics is led by a Head of Service. In carrying out its duties and functions, the Head of Service oversees 5 organizational units, including: Secretariat, Community and Village Empowerment Sector, National and Political Unity Sector, Service Technical Implementing Unit (UPTD) and Functional Position Groups. In addition, referring to Law Number 27 of 2002 concerning the Establishment of Banjar City in West Java Province, State Gazette of the Republic of Indonesia of 2002 Number 130, Supplement to the State Gazette of the Republic of Indonesia Number 4246.

Referring to the Main Tasks and Functions above, it can be seen that the tasks carried out by the Department of Community and Village Empowerment as well as the National Unity and Politics of Banjar City with all the problems it faces have difficulty in implementing its various programs. The process of achieving organizational goals in accordance with the main tasks and functions will be smoother, if the employee's performance runs properly in accordance with existing procedures. Employee performance that is less supportive or inappropriate will hinder the achievement of optimizing the targets to be achieved by the Department of Community and Village Empowerment and National Unity and Politics of Banjar City. Based on field findings, the performance of employees at the Service has not been running in accordance with existing regulations, causing the implementation of work to be less than optimal.

Initial research conducted by researchers, related to the duties and responsibilities of the Department of Community and Village Empowerment and National Unity and Politics in Banjar City, found that problems related to employee performance were not as expected. This is illustrated by the existence of several problem indicators that were put forward based on the initial findings of the observations as follows::

1. The quality of employee work has not been in line with expectations, as planned and determined by the Head of Service. For example: in the field of Village Community and Empowerment (PMD), among others related to the preparation of institutional plans and programs, community economic development and TTG, community self-reliance and participation as well as apparatus and Village/Kelurahan development that have not met the expected quality standards and are not in accordance with standard of work results as done in other cities in Indonesia as the results of a comparative study of the Head of Service to other cities, such as to the city of Surabaya. Even though out of the 10 existing programs arranged, it turns out that 5 programs can be implemented in one budget year plus the quality is not adequate as expected.

2. The quantity of work produced by the employees has not shown the results that have been determined as the targets set by the service. For example: in the field of National Unity and Politics (Kesbangpol), among others related to coaching, coordinating, controlling, supervising

program activities in the field of national unity and politics, 12 programs are formulated in one fiscal year, in fact only 6 programs can be run, while the other 6 programs have not been able to run due to obstacles related to the ability of the apparatus and the number of assigned employees is very limited, while the existence of the Village Community Empowerment Service and the National and Political Unity of Banjar City has a very broad scope of work and duties.

Employee reliability cannot be expected because of the limited abilities, skills and insights of employees. For example: the Head of the Planning and Finance Sub-Division, among others, relating to the drafting of the concept of implementing community and village empowerment program planning, national unity and politics, does not yet have the expected work competencies. The planning concept that was prepared was not in accordance with the Budget Work Plan (RKA) and Annual Work Plan (RKT) as well as the Performance Accountability Report of Government Agencies (Lakip) and the Strategic Plan (Renstra), so that the planning compiled with the RKA and RKT from Lakip and the Strategic Plan was less regarding its direction and objectives. The obstacle is related to the ability of human resources in understanding the task that is not in accordance with the expected abilities.

METHODS

The research method used in this research is an explanatory survey. The population in this study is the Department of Community Empowerment, Villages, National Unity and Politics in Banjar City with a target population of 601 people. The number of respondents who were taken based on Simple Random Sampling were 240 people.

Data collection techniques used in carrying out this research are: (1) Literature Study, namely collection techniques by studying data such as books, documents, reports and others that have relevance to the problem to be studied; (2) Observation, namely data collection techniques carried out by conducting direct observations in the field and noting important phenomena that have relevance to the problem being studied; (3) Interviews, namely data collection techniques by holding questions and answers to the Secretary of the Department of Community Empowerment, Villages, National Unity and Politics of Banjar City; (4) Questionnaire, namely the primary data collection technique proposed to the research respondents.

Before the questionnaire is used in data collection, the validity and reliability of the research measuring instrument (questionnaire) will be tested first. The validity test was carried out by correlating the score for each item with the total score through the Person correlation formula, while the reliability test used the Cronbach alpha coefficient formula. The data analysis technique used to test the model and the hypothesis used is the Structural Equation Model (SEM) analysis.

RESULTS

The results of the validity and reliability test show that each questionnaire has shown good validity and reliability. This is indicated by the value of r or the correlation value between the item scores and the total, which shows a significant coefficient and has a reliable reliability value. The results of SEM data analysis which includes evaluation of the measurement model and structural model. Evaluation of the measurement model includes: (1) evaluation of the validity of the measurement model by looking at the t-value of factor loadings greater than the critical value (≥ 1.96 or if rounded 2) and the standardized factor load value (standardized). factor loading) 0.30; and (2) evaluation of the reliability of the measurement model using the CR (composite reliability measure) and VR (variance extracted measure) values with the following requirements: CR 0.70 and VR 0.50. Briefly, the results of the evaluation are stated as follows:

Table 1
Evaluation of the Validity of the Measurement Model

X_1	SLF*	Nilai-t**	Validity
X_{1-1}	1,01	19,69	Good
X_{1-2}	0,82	19,00	**Baik**

X_{1-3}	0,83	17,30	Good
X_{1-4}	0,80	17,21	Good
X_2	**SLF***	**Nilai-t****	**Validity**
X_{2-1}	0,91	17,00	Good
X_{2-2}	0,86	19,75	Good
X_{2-3}	0,91	20,19	Good
X_{2-4}	0,84	14,66	Good
Y	**SLF***	**Nilai-t****	**Validity**
Y_1	0,82	21,05	Good
Y_2	0,94	21,27	Good
Y_3	0,89	21,68	Good
Y_4	1,00	21,84	Good

*SLF (*Standardized Loading Factors),* Target
 SLF ≥ 0,30.
**nilai-t, Target nilai t ≥ 2.
Source: Data Analysis Results, 2019.

The reliability of the model in the SEM data analysis technique is based on the results of the CR (composite reliability measure) and VR (variance extracted measure) calculations which are summarized in the following table:

Table 2

Measurement Model Reliability Evaluation

Variable	CR	VE	Realibility
Bureaucratic Reform	0,96 ≥ 0,70	0,85 ≥ 0,50	Good
Apparatus Competence	0,96 ≥ 0,70	0,87 ≥ 0,50	Good
Organizational Performance	0,97 ≥ 0,70	0,90 ≥ 0,50	Good

Source: Data Analysis Results, 2019.

Furthermore, to see the results of the evaluation of the structural model in this study and its relation to the research hypotheses that were built previously, they are summarized in the following table:

Table 3

Evaluation of the Structural Model and its Relation to the Hypothesis

Hypothesis	Hubungan	SLF	T - Value	R2	Kesimpulan
1	X1→Y	1,07	2,69	-	Positif dan Signifikan (Hipotesis 1 diterima)
2	X2→Y	2,10	5,12	-	Positif dan Signifikan (Hipotesis 2 diterima)
3	X1 dan X2→Y	-	-	0,87	Positif dan Signifikan (Hipotesis 3 diterima)

Sumber: Data Hasil Analisis, 2019.

DISCUSSION

The simultaneous influence of the Control System and Organizational Arrangement variables on Employee Performance at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City and the partial influence of the elements of the Control

System and Organizational Arrangement categories on Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as follows:

1. **Discussion of the Partial Effect of Control System on Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City.**

Departing from the results of the analysis of the Sub-Structure Model of the Standardized Solution Variable X1 determined by X1-1 to X1-4, the effect on Y, that the standard value of the factor loading of the Control System on Employee Performance is 1.07. Based on this value, the Control System Variable which consists of the elements: Detector, Assessor, Effector and Communication Network is declared to have a positive effect on Employee Performance at the Community and Village Empowerment Service and Unity. The Nation and Politics of Banjar City. Meanwhile, seen from the T-value analysis, the value of the Control System on Employee Performance is 2.69. This value indicates that the Control System variable which consists of the following elements: Detector, Assessor, Effector and Communication Network has a significant effect on Employee Performance at the Community and Village Empowerment Service and National Unity and Banjar City Politics.

The Tracking Element in measuring the Control System at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City based on the structure of the main standardized solution model was able to explain 1.01. Meanwhile, judging from the structure of the main model t-value, the value of the tracer element is 19.69, meaning that the Tracking Element is the right element to measure the Control System at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. Tracking elements consisting of indicators: Monitoring employee activities, Detecting employee actions and measuring data accuracy, have been carried out by the Head of the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so as to be able to improve Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as a whole.

The assessor element in measuring the Control System at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City through the standardized solution main model structure approach, is able to explain the control system of 0.82. Meanwhile, judging from the structure of the main model t-value, the value of the appraiser element is 19.00, meaning that the Appraisal Element is an element that has been proven to be appropriate for measuring the Control System at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. The Appraisal Element which consists of indicators: Assessment of employee actions, Comparing various events and Calculation of information irregularities, has been fully implemented by the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so that it has been able to improve Employee Performance at the Community and Village Empowerment Service and Unity. The nation and politics of Banjar City as a whole.

The effector element in measuring the Control System at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City based on the structure of the main standardized solution model has been able to explain 0.83. Meanwhile, judging from the main structure of the t-value model, the value of the affector element is 17.30, meaning that the Affector Element is a very appropriate element to measure the Control System at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. Affector elements consisting of indicators: Changing work deviations, Changing work errors and Revising changes in procedures, have been carried out by the Head of the Community and Village Empowerment Service and National and Political Unity of Banjar City, so as to improve Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as a whole.

Elements of the communication network in measuring the Control System at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City based on the structure of the main standardized solution model have been able to explain 0.80. Meanwhile, judging from the main structure of the t-value model, the value of the communication network element is 17.21, meaning that the communication network element is a very precise element to measure the Control System at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. Elements of a communication network consisting of indicators: superior-subordinate communication, two-way communication and procedure-based communication, have been carried out by the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so as to improve employee performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as a whole.

2. **Discussion of the Partial Effect of Organizational Arrangement on Employee Performance at the Community and Village Empowerment Service and National Unity and Politics in Banjar City.**

Departing from the results of the analysis of the Standardized Solution Model Sub-Structure Variable X1 determined by X2-1 to X2-4 the effect on Y, that the standard loading factor of Employee Organizational Arrangement on Employee Performance is 2.10. Based on this value, the Employee Organizational Arrangement Variable consisting of Structural Arrangement Category, Technology Arrangement Category, Physical Setting Arrangement Category and Person Arrangement Category was declared to have a positive effect on Employee Performance at the Community and Village Empowerment Service as well as the National Unity and Politics of Banjar City. Meanwhile, seen from the t-value analysis, the value of Employee Organizational Arrangement on Employee Performance is 5.12. This value indicates that the variable of Organizational Arrangement of Employees which consists of Category of Structural Arrangement, Category of Technology Arrangement, Category of Arrangement of Physical Settings and Category of People Arrangement is declared to have a significant effect on Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City.

The category of Structural Arrangement in measuring Employee Organizational Arrangements at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City was able to explain the Organizational Arrangement variable based on the structural analysis of the main standardized solution model of 0.91. Meanwhile, judging from the structure of the main model t-value, the value of the structural arrangement category is 17.00. The figures above have stated that the Category of Organizational Structure Arrangement is an appropriate component for measuring Employee Organizational Arrangements at the Community and Village Empowerment Service and National Unity and Politics of Banjar City. Category Structural arrangement consisting of indicators: List of employee jobs, Dividing workloads and Establishing coordination mechanisms, has been carried out by the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so as to improve Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as a whole.

The Technology Arrangement category in measuring Employee Organizational Arrangements at the Community and Village Empowerment Service as well as the National Unity and Politics of Banjar City has been able to explain Organizational Arrangement based on the analysis of the structure of the main standardized solution model of 0.86. Meanwhile, judging from the structure of the main model t-value, the value of the Technology Arrangement category is 19.75. These figures indicate that the Technology Arrangement Category is the right component to measure Employee Organizational Arrangements at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. This Technology Arrangement category consists of indicators: Modification of work results, Compiling work methods and Recycling equipment, has

been carried out by the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so as to improve Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as a whole.

The category of physical setting arrangement in measuring Employee Organizational Arrangement at the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City was able to explain the category of Physical setting arrangement based on the structural analysis of the main standardized solution model able to explain the organizational arrangement of 0.91. Meanwhile, judging from the structure of the main t-value model, the value of the physical setting arrangement category is able to explain the organizational arrangement of 20.19, meaning that the physical setting arrangement category is the right component to measure the Employee Organizational Arrangement at the Community and Village Empowerment Service and National and Political Unity. Banjar City. The category of physical setting arrangement which consists of indicators: Ordering the work space, Arrangement of adequate layout and work equipment, has been carried out by the Head of the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so as to be able to improve employee performance at the Community and Village Empowerment Service as well as National Unity and Politics of Banjar City as a whole.

The category of People Arrangement in measuring the Organizational Arrangement of Employees at the Department of Community and Village Empowerment as well as the National Unity and Politics of Banjar City has been able to explain Organizational Arrangement based on the analysis of the structure of the main standardized solution model of 0.84. Meanwhile, seen from the analysis of the main model of the t-value structure, the value of the People Arrangement category is 14.66. These figures indicate that the People Arrangement Category is the right component to measure the Organizational Arrangement of Employees at the Community and Village Empowerment Service as well as the National Unity and Politics of Banjar City. The People Management category which consists of indicators: Fostering work awareness, Encouraging creative work and training work skills, has been carried out by the Community and Village Empowerment Service as well as the National and Political Unity of Banjar City, so as to improve Employee Performance at the Community and Village Empowerment Service and National Unity and Politics of Banjar City as a whole.

3. **Discussion of the Simultaneous Effect of Organizational Control and Arrangement Systems on Employee Performance at the Department of Community and Village Empowerment and National Unity and Politics in Banjar City**

After the results of the research through the questionnaire were collected, then analyzed through the SEM, the results can be seen in table 4.32 before discussing the simultaneous influence, namely the Control System and Organizational Arrangement on Employee Performance at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. The results of the analysis through the SEM calculation can be stated that the Control System variable (X1) has a positive effect on Employee Performance (Y) at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City by 1.07. While the variable Organizational Arrangement (X2) has a positive effect on Employee Performance (Y) at the Department of Community and Village Empowerment and National Unity and Politics in Banjar City by 2.10. Thus, based on the results of simultaneous SEM calculations, Organizational Control and Arrangement System Variables (X1 and X2) have a very dominant influence on Employee Performance (Y) at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City.

The magnitude of the dominant influence is shown in the results of the SEM calculation that simultaneously the Control System variable (X1) and the Organizational Arrangement variable (X2) have been able to explain the Employee Performance variable (Y) at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City by 87% . The magnitude

of this value shows that simultaneously the variables of the Organizational Control and Arrangement System have a significant effect on Employee Performance at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City.

Looking at the results of the research above, it appears that the magnitude of the influence of the Organizational Control and Arrangement System on Employee Performance at the Community and Village Empowerment Service and the National and Political Unity of Banjar City, shows that the two independent variables are important variables to solve employee performance problems as stated by Moeheriono (2009: 75) that the management control system is related to various functions of public administration, ranging from activity planning, coordination between work units, organizational changes or structuring and decision making, all of which are aimed at achieving better performance. Meanwhile, organizational structuring is said by Hammer and Champy (1996: 32) that organizational structuring in the form of fundamental rethinking and radical design of work processes is intended to obtain improvements to employee performance. This opinion has been proven in this study that the Organizational Control and Arrangement System variable greatly influences the performance of employees at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City.

CONCLUSION

Based on the results of research on the Effect of Organizational Control and Arrangement Systems on the Performance of Community and Village Empowerment Service Employees as well as the National Unity and Politics of Banjar City, as discussed in Chapter IV on Description of Research Results and Discussion, it can be comprehensively concluded as follows:

1. Partially, the Control System variable has a positive influence on the performance of employees at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City.
2. Partially, the Organizational Arrangement variable has a positive influence on the performance of employees at the Department of Community and Village Empowerment as well as the National Unity and Politics of Banjar City, although seen from the categories, the scores are quite varied. The results showed that the category of structural arrangement and arrangement of settings gave the strongest influence, while the other categories were: the category of Technology Arrangement and the category of arrangement of people although they showed a smaller effect, but still showed a positive influence.

Simultaneously, the variables of the Organizational Control and Arrangement System have a positive effect on Employee Performance at the Community and Village Empowerment Service and the National Unity and Politics of Banjar City. This implies that the Organizational Control and Arrangement System can improve Employee Performance at the Community and Village Empowerment Service as well as the National Unity and Politics of Banjar City.

REFERENCES

Anthony Robert N. dan Vijay Govindarajan. 2005. *Management Control System,* **Buku 1**. Terjemahan: F.X. Kurniawan Tjakrawala. Jakarta: Penerbit Salemba Empat.

French, Wendell L. and Cecil H. Bell. 1981. *Dimensions of Organizational Behavior*. New York: Mac. Millan Publishing Co. Inc.

Hammer, Michael and James Cahammpy. 1995. **Rekayasa Ulang Perusahaan (***Reenginering The Coorporation***)**. Terjemahan: Djeorban Wahid. Jakarta: Gramedia.

Mahmudi. 2007. **Manajemen Kinerja Sektor Publik.** Yogyakarta: Sekolah Tinggi Ilmu Manajemen YKPN.

Mangkunegara, Anwar Prabu. 2004. **Manajemen Sumber Daya Perusahaan**. Bandung: Remaja Rosda Karya.

Mulyadi dan Johhny Setiawan. 2001. **Sistem Perencanaan dan Pengendalian Manajemen, Edisi 2**. Jakarta: Salemba Empat.

Rivai, Veithzal. 2009. **Manajemen Sumber Daya Manusia**. Jakarta: Raja Grafindo Persada.

Robbin, Stephen P. 1994. **Teori Organisasi**. Terjemahan: Jusuf Udaya. Jakarta: Arcan.

Suwanto, S., Sunarsi, D., Erlangga, H., Nurjaya, N., & Haryadi, R. N. (2022). Pengaruh Pemberian Reward dan Disiplin Kerja Terhadap Prestasi Kerja yang Berdampak pada Kinerja Karyawan pada PT Surya Pratama Gemilang di Bekasi. JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia), 5(2), 471-484.

Peraturan Daerah Kota Banjar Nomor 8 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah Kota Banjar.

Undang-undang Nomor 27 Tahun 2002 tentang Pembentukan Kota Banjar di Provinsi Jawa Barat Lembaran Negara Republik Indonesia Tahun 2002 Nomor 130, Tambahan Lembaran Negara Republik Indonesia Nomor 4246.