

MANAGEMENT INFORMATION SYSTEM AS SUPPORTING ELEMENT OF PUBLIC ORGANIZATION PERFORMANCE

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Abstract

Employees' or staffs' performance of a public organization will influence the performance in organization, that will finally affect to the goal achievement of organization that has been decided and agreed together with all members of related organization. There are three factors influence organization performance, they are: individual, psychology and organization factor. Expecially for organization factor, which most precisely inside is the application of management informantion system, so, there are 5 aspect need to be considered: resource, leadership, reward, structure and job design. Overall of those aspects should have a clear Standard Operational Procedure (SOP), in order that is really understandable by each staff and it will be the references in conducting job that becomes his/her responsibility. Besides, in application of management information system which imposed in related organization, it can use tools aid such as the most accurate computer program to ease the information system application. If the application of management information system is right, then staff's performance and organization will be high and overall will increase publick trust to government.

Keywords: Management Information System, Organization Performance, Public Organization

1. INTRODUCTION

Individual performance of an organization staff is a basic performance of an organization. To achieve good performance, a performance should be evaluated whether its supports or obstructs goal achievement determined together. It should be developed, if it supports the performance, otherwise, if it obstructs the performance, it should be corrected and taken an action which is directed to restoration, so that the goal achievement can be realized.

There are many factors that influence individual performance in an organization, among others is management applied in the organization, including management information system forced there.

Nowadays, there are many organization not precisely managed especially in management information system which isn't appropriate with needs and characteristic of private and public organization.

Public organization is an organization that it's main duty and function to manage public affairs. Until now, there are still many people who feel unsatisfied with the performance of public organization. This reason becomes the background why the writer interest to analyze this article titling as: "**Management Information System in Supporting Public Organization's Performance**".

2. REVIEW ON MANAGEMENT INFORMATION SYSTEM IN SUPPORTING PUBLIC ORGANIZATION'S PERFORMANCE

A. PUBLIC ORGANIZATION'S PERFORMANCE

The definition of organization described by Suradinata (1996) is "a place of a group of people who work together that have function and authority to do effort to achieve the determined goal". While Ambar Teguh and Rosidah (2003) said that: "There are three classifications of organization definition in general, **firstly**, organization is viewed as a group of people, **secondly**, organization is viewed as a process of work distribution, and **thirdly**, organization is viewed as a system".

Then, public is defined by Frederikson as quoted by Ambar Teguh and Rosidah (2003): "There are five point of views from the meaning of public, the first is pluralists' point of view who say that *the first is* public is interest group, *the second is* public optional approach judges that public is a rational option, *the third is* legislative's point of view who says that public is representatives, *the forth is* the point of view of service implementation to mean public is a customer of a service and the last point of view is or *the fifth is* from the point of view of citizenship, it is meant as citizen".

According to the above definition of organization, public and public organization described by the experts above, it can be concluded that public organization is a place of activity process of a group of people who work together to do each function and duty that have been determined together, in case of this, is to manage the affairs deal with the interest of people or community, from the point of view of executive, legislative and judicial, and they are aware that this organization is a system, whenever one of the sub systems is error, it will influence others and all will be error.

Moreover, Thoha (2003) said that: "governance bureaucracy it often meant as officialdom or the kingdom of officials that the kings are the officials of a modern organization. A certainly clear jurisdiction signs there and they are in a jurisdiction official area. In the jurisdiction one has official duties that clear out the borders of his job authority. The work in hierarchical patters is as the realization of authority and power level. They earn salary based on their expertise and competency. Moreover, in officialdom, communication process is based on written files. That's the officialdom that the king is an official. While the goals of providing governance bureaucracy defined by Ripley and Franklin as quoted by Weaksono (2006) are as followed: "1. To provide a number of services as the hierarchy of government's responsibility; 2. To enhance specific economy sector such as agriculture, labor or certain segment of private business; 3. To make regulation on various private activity; 4. To redistribute profits such as income, rights, medical check-up, and so on.

B. CONCEPT OF MANAGEMENT INFORMATION SYSTEM

One of the factors influence the success of an organization in achieving the goal agreed and determined together previously by all members of organization is the application of management in that organization. It is not only forced in private organization that is profit oriented, but also in public organization that is oriented to people's satisfaction that are managed or served. This management factor including included management information system forced in an organization. In other words, a system is badly needed in company or government institution, because it supports the performance of a company or government institution in small and big scale. In order that the system in an organization can run well, cooperation is needed among related elements in the system.

The definition of system has been given by some experts, among others are: Tatang (2001) defines that: "to know something is a system or not, it can be known by seeing its characteristics. There are some formulations on the characteristics of a system that basically accomplish one another. Generally, the characteristics of a system are: has purpose, border, open, and arranged from sub system, interrelatedness and interdependent, a whole aggregation, doing transformation activity, control mechanism, and can arrange and adopt it". It is similar to Santoso (2004) who said that: "A system is a complex totality

consisted of various interrelated subsystems, interdependent, interaction and determine each other to form an integrated combination to achieve certain goal and should be calculated in each decision making”.

Furthermore, the definition of information based on Lembaga Administrasi Negara (LAN) or State Administration Institution (1998), is:”news or thing issued and needed by certain party in an activity”. While Suradinata (1996) said that: “information is a collection of component or variable that is organized, interact one another, interdependent and integrated, it cannot be seen as a separated component”.

Information is badly needed in decision making in an organization. Therefore, existing information is used as a base of decision making consideration by a leader of an organization should be complete, integrated, trusted, relevant, intergrative, and up to date, so that the decision taken would be the best for related organization. Gordon B Davis (Translated by Adiwardana, 2002), who said that: “a message (report et cetera) has information when it is relevant to a decision that will be made now or in the future for its recipient. Information system is very expensive, and a frequently asked question is the values of information system”. While Siagian (2003) said that: “information will be useful whenever it can be used as a substance to ease the decision making process. Therefore, effectiveness of decision making is badly depended on how fast is information needed can be taken from its store, if it is viewed from time side”.

Then, information system according to Sradinata as its is quoted by Jogianto (1996): “is a system in an organization that is as a combination of people, facilities, technologies, media, proceures, and control purposed to get important communication line, to process certain routine transaction type, to give signal to management and others about internal and external important event and make it as an information base for a smart decision making”.

Meanwhile, management information system defined by some experts as it is quoted by Suradinata (1996), is: “a system designed to present best information that is oriented to decision needed by management in order to plan, monitor, and evaluate the activity of an organization. The design is implemented to focus on profit planning, performance planning, and supervision of all stages.

C. CONCEPT OF PERFORMANCE

(1) The Meaning of Performance

The meaning of an individual is different with organization performance. Many experts have given the meanings of performance, whether it is individual performance or organization performance.

One of those experts is Stephen P. Robins in Lijan Poltak (2006) defines that: “Performance is the result of assessment to the work performed by employees compared to the criteria determined together”. Sedarmayanti (2007) said that: “*performance*’ is the work reulst that can be achieved by an individual or a group of people in an organization based on each authority and responsibility in the framework of achieving the goal of organization legally and doesn’t break the law and ethic moral. Sedarmayanti also added that the limitation of performance are as followed: a. Performance, performance impelementation, work achievement, efficient implementation of the performance; b. An individual work achievement deals with the duties given to him; c. Individual work result is a process of management or the whole things in an organization, where the result is able to be shown and proved in a concrete manner and measure (compared to the determined standard). Sinambela, et al (2006) defined employees’ performance as: “ the performance of employees in performing a job with certain skill. Maryoto (2000) said that: “ employees’ performance is work result in certain period compared to various possibilities, for example, standard, target or criteria that have been determined together”. Moreover, Simamora (1995) said that: “*employee performance* is a level where the employees reach work requerements. Mangkunegara (2000) said that employees’ performance achievement is qualitative and quantitative work result achieved by an employee in impelemnting his/her duties based on the responsibility given to him/her.

From the meaning of individual performance given above, it can be concluded that: an employee’s performance is work achievement reached by quantitatively and qualitatively in doing his/her job which becomes his/her responsibilities that can be performed in concrete manner in the framework of reaching the goal of organization determined together.

As it is explained before, whenever we are talking about individual performance, it will influence the performance of organization. In related to the performance of service organization, including government organization or public organization, Agus Dwiyanto, et al. (2006) said that: “an service organization has a good performance if it has giving service to the people fast, precisely and affordable for them and appropriate to their desire as the user or consumers of the service or in other words, a satisfaction service guaranteed”. In accordance to the performance of government organization, Wicaksono (2004) said that: “principally, how powerful is bureaucracy can transform new ideas such as transparency, accountability, justice, law enforcement, and reformation of public service management, it will show the quality of bureaucracy performance improvement in the future”.

(2) REASON, PURPOSE AND ADVANTAGE OF PERFORMANCE ASSESSMENT

Performance assessment of is needed to determine whether an employee work good, bad or worse. Some reasons of the importance of evaluating performance are stated by Sedarmayanti (2007): 1. Giving information to do promotion and salary decision of each employee, and 2. Giving opportunity to the leaders and staffs to review the behavior deals with performance. It enables both sides to develop planning to improve the weaknesses and promote to perfectness.

Explanation on the importance of performance assessment showed us that data and information of each staff can be used by the leaders in case of deciding who needs and don't to be promoted objectively, because objectivity will drive and motivate the employees to be able to compete in health manner to pioneer their carriers. Besides, to decide salary of the employees or other compensation will be appropriate to the amount of the responsibilities of each employee. It is because each organization should always change according to the development of its existing environment, so that the result of performance can be the considerations to improve the weaknesses, so that it can be eliminated or reduced in the future.

The, Sedarmayanti (2007) expressed the purposes of evaluating the performance are:

1. To know the employees' skill and ability;
2. As the basic of staffing, especially improving work condition, quality and work result improvement;
3. As a foundation of development and empowerment of the employees optimally, so that their level/carrier plan can be directed to;
4. To promote creating good mutual relationship between the leaders and the staffs/employees;
5. To know the condition of organization totally at section of staffing, especially employees' performance shown when they worked;
6. Personally, the employees know their strength and weaknesses that can support their development. For the leaders who evaluates, he will pay attention more and know his employees/staffs, so that it can motivate them;
7. The assessment result will give some advantages for research and development of staffing or employees affairs.

The first purpose to evaluate performance is to know the employees' skill and ability, it means that the can assist the leaders to make a decision in employees' planning, replacement, and employees' stoppage in the future, because the data supports the decision that will be issued. Then, the second and seventh purposes of evaluating the performance is in the framework of sustaining efficiency and effectiveness of an organization, because the result will make improvement and perfect planning, and training and development as well for the employees based on the needs that related to the appliance of employees management in that organization. The third purpose up to the sixth will awfully help the leadership applied by the leader in related organization, because motivation given by the leader will help each staff to overcome his/her weaknesses inside and develop existing strengths, so that it will be valuable to keep up his/her carrier that is benefical in achieving the organization's purposes/goals.

Then, the advantages of performance assessment as stated by Sedarmayanti (2007) are:

1. To improve work achievement
Through assessment, the leader and staffs will get feed-back and they can improve their work/achievement;
2. To give a fair work opportunity
An accurate assessment can guarantee the staffs get opportunity to fill job side appropriate to his/her ability;
3. To improve training and development
Performance assessment can detect weak capacity of the staffs that enables to conduct training program to upgrade their capacity;
4. To create appropriate compensation
Performance assessment can make decision to compensation giving progress;
5. To create promotion and demotion decision
Performance assessment can be used as a base for decision making to promote or demote the staffs;
6. To diagnose blunder in job design
Bad performance is as a blunder sign in job design. Performance assessment can relieve blunder diagnosis;
7. To evaluate process of recruitment and selection
Low performance of new staff can reflect the existence of recruitment and selection disruption process.

From those seventh performance assessment explained above, it can give detail that principally, performance assessment is as a tool to evaluate organization performance, that the leaders and staffs or employees will know the things need to be expanded and those need improvement in each period of performance assessment. Therefore, organization activity will always exist and able to follow progress happen in community that keep changing in accordance to the development of science and technology.

(3) MEASUREMENTS AND INDICATORS OF PERFORMANCE ASSESSMENT

How can the performance actually be recognized good bad or worse? It can be recognized through measurement of performance indicators. Some experts offered some ways to measure and recognize those performances in organization, one of them is Simamora (1995) who said that: “*performance assessment* is a process to measure employees’ or staffs’ performance. The elements used are:

1. Discipline. It is to consider staff’s discipline who obey the regulation forced and perform work appropriate to the instruction given;
2. Work responsibility. It is to assess staff’s readiness to held responsible in work and work performance result;
3. Honest. It is to measure staff’s honesty in running their duties;
4. Ability. It is to measure staff’s readiness to participate and cooperate with other staffs to produce a better work;
5. Loyalty. It is to measure staff’s loyalty in work and position of an organization;
6. Accuracy. It is to measure accuracy in finishing work;
7. Initiative. It is to measure staff’s ability to create new innovation for succeeding their work;
8. Capability. It is to measure staff’s works produced qualitatively and quantitatively;
9. Leadership. It is to measure staff’s ability to lead and motivate others to work”.

Miner in Sudarmanto (2009) said that there are 4 dimensions of which can be benchmarks to performance assessment:

1. Quality, is level of blunder, destruction, and accuracy;
2. Quantity, is amount of work produced;

3. Time Using to work, is absent, late, working time/losing time level;
4. Cooperate with others.

Then, Halloway in Nasucha (2004) said that performance indicators are :

1. Accountability, to indicate how political officials are subject on to policy and public bureaucracy activity. It Assumes that political officials will always give priority to public interest because they were chosen by the people;
2. Efficiency, deals with consideration on the success of public service organization to get profit, making the best use of production factors and consideration which comes from economy rationality;
3. Effectiveness, has the goals of founding public service been achieved? It has close relationship with rationality of technique, value, mission and goals of organization, and function of development agent as well;
4. Equity, it questions service distribution and allocation held by public service organization. It relates closely to concept of adequacy and properness.

Beside those indicator of performance indicators measurement above, there are some indicators that usually used measure performance of public bureaucracy. As it stated by Dwiyanto, et al. (2006), there are some indicators that can be used to measure bureaucracy performance. They are as followed:

1. Productivity, it doesn't only measure the level of efficiency, but also effectiveness of service;
2. Service quality, it tends to be important to explain the performance of public service organization. There are many negative point of views come up about public organization because of public dissatisfaction to quality. Therefore, Dwiyanto said that public satisfaction to the service given can be made as an indicator of public bureaucracy performance;
3. Responsiveness, is bureaucracy's ability to recognize public needs, arrange agenda and priority of service, and build up public service programs based on public needs and aspiration;
4. Responsibility, to explain whether public implementation conducted based on acceptable principles of administration with bureaucracy policy explicitly and implicitly;
5. Accountality, to show how policitcal officials are subject on to public policy and bureaucracy. It assumes that political officials will always give priority to public interest because they were chosen by the people.

D. RELATIONSHIP BETWEEN MANAGEMENT INFORMATION SYSTEM AND PUBLIC ORGANIZATION PERFORMANCE

As it explained before that organization performance is influenced by many factors, among others are application or implementation of management informantion system across the board of organization.

Simamora in Mangkunegara (2006) stated that performance is influenced by three factors, they are:

- a. Individual factors consist of:
 - 1) Capacity and skill;
 - 2) Background;
 - 3) Demography.
- b. Psychological factors consist:
 - 1) Perception;
 - 2) Attitude;
 - 3) Personality;
 - 4) Learning;
 - 5) Motivation.

c. Organization factors consist of:

- 1) Resources;
- 2) Leadership;
- 3) Reward;
- 4) Structure;
- 5) *Job design*.

Factor of information system implementation is particular across to the board of organization to its performance if it is connected to three factors influences organization performance according to Simamora is more precisely to factors of organization with explanation as followed:

1. Resource

Organization resource consists of human resource, means and infrastructure needed and belonged, and budget needed to run the wheel of organization and its sources.

In case of this, government organization is as public organization should fill out human resources needed by the organization and should pay attention to the amount of staffs needed. Analysis to the most ideal work and position should be carried out, so that filling position will place a person based on his/her qualification gotten from the analysis, which will require him/her finally to fill in based on education, knowledge, attitude, competence and amount of competencies.

After inventory of all activities conducted routinely or incidentally, needs of means and infrastructure which most ideally required and owned by an organization will be identified, so, means and infrastructures, which are mostly ideally needed will be recognized, then each work conducted by each staff will be supported optimally.

Moreover, of overall activities that will be conducted by organization in each period might be known that it needs most optimal budget or at least minimal needed by the organization.

In running all activities existing in an organization, mechanism and Standard Operational Procedure (SOP) should be clear and understood by each staff, so that the running of organization's wheel might be responsible for to public or all stakeholders appropriate to the applicable provisions.

2. Leaderships

An ideal leadership applied in each organization will be different one another based on work characteristics exist in related organization. Therefore, appointment of leaders must pay attention to the requirement of ideal leaders to lead the organization. Characteristics and style of leadership should be the most appropriate. It means that each leader who is appointed to lead an organization must be willing to learn the characteristic of organization that he/she leads so that he is able to apply the most appropriate leadership, because leadership will badly influence the staffs' performance that finally affect organization performance in the framework of achieving the goal of organization that has been decided before.

3. Reward

It is essentially that every human being wants to be recognized or appreciated. Therefore, in order to reach a health competition among the staffs in an organization to be able to optimize all potentials inside to have good carrier in an organization, reward and punishment should be maintained. Reward given to one who perform well and punishment to one who breaks the regulations should be the important attention of each leader in each level of management existing in the organization.

4. Structure

Based on work inventory gotten from work and position analysis made previously, then the most appropriate and ideal will be obtained. Currently, it is known as slim structure and rich function for public organization, so it is expected that effectiveness and efficiency of organization will be realized by

each related organization, that it will influence the performance of organization that finally will increase public trust to public organization and overall to the government.

5. Job Design

A deeply and sharply analysis of work and position will produce the most ideal job design for an organization. Therefore, the most ideal job activity resulted also needed by related organization. If it is possible, this should utilize organization experts to review job design will be applied in an organization or when restructuring in connection with life change and development, because huma's life keeps on developing in accordance with science and technology development.

All management information system in each organization including public organization, in its application, can use tool aid in form of computer program that is expected to ease each member of an organization to carry out his/her duties and function appropriate to each responsibility in organization across to the board based on existing regulations and forced in related organization.

3. SOME EMPIRICAL FINDINGS

A. THE INFLUENCE OF DEMOGRAPHY MANAGEMENT INFORMATION SYSTEM APPLICATION TO DEMOGRAPHY SERVICE AND VITAL STATISTICS

Since of law No. 23/2006 on demography Administration has been issued, the government of Mataram City improve administration and demography management. It is implemented in order to improve the ability of management resources, which is called as human resources by adding the number and improving the quality with training programs, especially computerization in demography administration service. Besides, the government also attempts to add the official infrastructure especially the computer hardware and software. It is done in order to achieve demography administration regulation in Mataram City. Furthermore, in the framework of improving service of demography to the people such as the making of: Family Card, Identity Card, Temporary Resident Letter, Moverment Letter to overseas, Birth Identity Card, Non-Moeslem Marriage Certificate, Admission Child Note, Birth Certificate, Name Alteration Note, and so on.

From the research done by Saiful Abar in 2010, it is known that various resources existing are the components in the framework of implementation demography management information system, which included: apparatus resources with limited quality and quantity, budget which isn't adequate yet, means and infrastructure owned by new Demography Service and Vital Statistics of Mataram City (demography and birth registrartion institution) to achieve minimum result, and the result shows and positive and real influence to the performance of that institution. The performance of Demography Service and Vital Statistics shows good work efficiency, average work effectiveness average responsibility performance, average service quality, average respond, and average responsibility.

In accordance to this research, illustrartion of secondary and primary data are give, which is as a basic findings of research result done by Saiful Akbar in Demography Service and Vital Statistics of Mataram City as followed: limited apparatus resources in quality and quantity, lack of budget, lack of means and infrastructure, the results showed that it has positive and real influence to the performance of demography service organization. The performance of Demography Service and Vital Statistics showed good worked efficiency, average work effectiveness, average performance's responsibility, average service quality, average, responsiveness, and average responsibility.

In relative to the above result, data illustration is given which is as the result findings done by Saiful Akbar in Demography Service and Vital Statistics as followed:

Table 1
Number of Residents Served by Demography Service and Vital Statistics of Mataram City in 2010

NO.	NAME OF SUB DISTRICT	AMOUNT OF RESIDENTS
1.	AMPENAN	82.365
2.	MATARAM	73.103
3.	CAKRANEGARA	64.765
4.	SEKARBELA	48.742
5.	SELAPARANG	70.703
6.	SANDUBAYA	51.925
	TOTAL NUMBER	391.101

Source: Demography Service and Vital Statistics of Mataram City in 2010.

From the table above, it is known that the number of residents who need service of ID card is in amount of 254.721 persons, for them who have ID card in 2010 is 299.091 residents or around 89.9%. Therefore, to give good service need to optimize the existing resources through the right demography management information system. Nowadays, the employees or staffs who give service directly on demography administration in Demography Service and Vital Statistics of Mataram City is 9 staffs, while ideally is 23 staffs. Means and infrastructure are still limited, for example there is only 10 computer hardware of 12 are needed and 4 computer software of 5 program applications. Therefore, Management Information System applied still faces some obstacles. Besides, the budget especially for up grading data is still less, which is in Rp 852.901.400,-. Of ideal estimation reaches 50% from what is needed. However, the existing of this information system has supported a better employees' performance compared to previous year.

Besides, primary data results on the influence of Demography Management Information System to Organization Performance are shown in Table 2.

Table 2
The Influence of Demography Management Information System to Organization Performance

NO.	VARIABLE	SUB VARIABLE/DIMENSION	CATEGORY
1.	IMPLEMENTATION OF DEMOGRAPHY ADMINISTRATION SYSTEM	<ul style="list-style-type: none"> • HUMAN RESOURCES • MEANS AND INFRASTRUCTURE 	AVERAGE AVERAGE
2.	ORGANIZATION PERFORMANCE	<ul style="list-style-type: none"> • EFFICIENCY • EFFECTIVENESS • ACCOUNTABILITY • RESPONSIVENESS • RESPONSIBILITY 	GOOD AVERAGE AVERAGE AVERAGE AVERAGE

Source: Abubakar (2010)

From table 2 above, it can be seen that overall the Information System Management is average and its performance is average too, moreover, there is one dimension included in good category. And regression analysis done is the implementation of demography administration information system has positive influence to organization performance. It means that the better of information system administration, the better of organization performance.

B. APPLICATION OF GOVERNANCE MANAGEMENT INFORMATION SYSTEM

Since the Presidential Instruction No. 3/2003 on National Policy and Strategy of E-Government has been issued as one of management information system based on electronic as government effort to carry out electronic baed government affairs in the framework to improve the quality of efficient and effective public service, the Government of Kebumen Regency is starting to complete its means and infrastructure whether it is hardware or software to apply E-Government. Currently, the Government of Kebumen City has owned an official website that is accessible widely by the people.

Management of E-Government means in Kebumen Regency is impelemented by the Board of Communication Information and Electronic Data Process that as the mergin between Public Relationship Division and Electronic Data Process Office in 2004. This board is established based on Regional Regulation of Kebumen Regency No. 35/2004 on Organization and Order of Information, Communication and Electronic Data Process board in Kebumen Regency have function as followed:

1. Implementation of integrated data and information process and control of various regional government information syste;
2. Implementation of information technology based communication system development internally by Regional Government, among the Government or between Government and Public;
3. Implementation of website management or internet and intranet based application in the framework of providing public information and interactive communication media for public based on line or offline;
4. Implementation of management and supporting information and communication activities through multimedia system.

From the research result done by Yudiantoro, which illustrated the perception of employees in Regional Secretary of Kebumen Regency on Making Efficient Use of E-Government, according to the employees with long work period or young age said that E-Government use helps to smoothen organization purpose achievement. It means that it influences the employees' performance.

Through the making of official website of Kebumen Regency, from the survey of Kompas Litbang (Research and Development of National Daily Newspaper) baes on function, quality, web performance and innovation of web management of Kebumen Regency showed good result or scored 77.

From two application of management information system in public organization as illustrated above, it can be concluded that good management information system of an organization influence the performance. In other words, the better of management information system applied in an organization, the better is the performance.

4. CLOSING

From the explanations above, the writer can conclude that:

1. A precise and ideal management information system in a public organization is one that pay attention to varous aspects, among others are: appropriate resources, right leaderships, enforcement of reward and punishment, organization structure, and ideal job design in accordance with the founded organization;

2. Application of ideal management information system, will influence high or low performance of staffs and organization performance, that is finally affected to the goal achievement of related organization;
3. Application of management information system in each organization can use tool aid in form of most accurate computer program to ease each member of organization in conducting the duties and functions appropriate to individual responsibility of the organization;
4. High performance of public organization will influence public trust to public organization and overall to government.

NOTES

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