

## THE INFLUENCE OF CONTROL SYSTEM ON EMPLOYEE PERFORMANCE AT PT. BANK SULUT (PERSERO) AMURANG

by:

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### ABSTRACT

To improve the employee performance of PT. Bank Sulut (Persero) Amurang for their employees in order to supporting human resource division, and introduce what will be required to serve them extremely well in future. Bank Sulut has been using control system on employee performance. This research is conduct in Amurang, North Sulawesi. The objectives of this research are to analyze the influence of control system on employee performance at Bank Sulut Amurang partially and simultaneously. This research is the causal type of research where it will investigate the influence of elements on employee performance. Use multiple regression models to answer the research problem. The population in this research are all the employees of Bank Sulut Amurang, whereas samples taken by each respondent 70 respondents. The hypothesis testing, this research conduct a conclusion of there is a significant influence of environment, technology, structure, size, strategy and culture on employee performance at Bank Sulut Amurang simultaneously and partially. This study reveals that culture has influential factors of controlling system at Bank Sulut Amurang, which can support the employees in order to achieve their goals.

**Keywords:** *control system, employee performance.*

### INTRODUCTION

#### Research Background

Nowadays, there is a lot of things that people might not know about how people act in organization, why they act as they do and what we can do to predict their and manage their behavior. Human Resources Management is the basic knowledge to achieve all those things. Nowadays it is important for organizations to be able to gain a sustainable competitive advantage through people and also to address an important employee concerns such as managing a diverse workplace, recognizing employee rights and adjusting to new work attitudes. All those things can be achieved through Human Resources Management. Some organization might think that they can run a company and achieve a massive success by using a high technology machines. But actually people are more important in today's organization than ever before. Competitive advantage belongs to companies that know how to attract, select, and develop the talents they have.

Controlling and managing the system and the employee in the organization is the way that guides how employees think and act on the job is central to the values, beliefs, interpersonal behaviors, and attitudes to stakeholders that determine how the organization does its job. It is a key factor not only in achieving organizational goals, but in attracting and keeping desirable employees, creating a positive public image, and building respectful relationships with stakeholders.

Organizations and managers are willing to get employees commitment, which leads to improve the productivity. Management would like to introduce employee with norm, values and objectives of the organization. It is the responsibility of the management to introduce the how the system works inside the organization to its employees that will assist the employees to get familiar with the system of organization itself.

Management must try to always keep learning environment in the organization. Proper understanding of organizational system should leads towards improvement of employee's performance. As every organizational development is concerned, employees performance consider as a back bone for the industry. Every organization has its own system that depending on its strength can have a significant influence on the attitudes and behaviors of organization members. A good controlling system provides stability to an organization. A good controlling system would help to increased probability that the organization's objectives will be achieved. Management control can also help the employee to behave appropriately. Help the employee to understand what organization expects from them and make them work consistently hard and try to do what is expected of them. It will also encouraging people to take desirable actions like it guards against the possibilities that employees will do something the organization does not want them to do or, fail to do something they should do. Managers should make sure that employees commit to the company they will do their job as perfect as possible and give all their best for the company which will lead to a better performance of the company itself.

### **Research Objectives**

The objectives of this research are to analyze the influence of:

1. Environment on employee performance at Bank Sulut Amurang partially.
2. Technology on employee performance on employee performance at Bank Sulut Amurang.
3. Structure on employee performance on employee performance at Bank Sulut Amurang.
4. Size on employee performance on employee performance at Bank Sulut Amurang.
5. Strategy on employee performance on employee performance at Bank Sulut Amurang.
6. Culture on employee performance on employee performance at Bank Sulut Amurang.
7. Environment, technology, structure, size, strategy and culture on employee performance on employee performance at Bank Sulut Amurang simultaneously.

## **THEORETICAL REVIEW**

### **Theories**

#### **Management**

Management in business and organizations is the function that coordinates the effort of people to accomplish goals and objectives using available resources efficiently and effectively. Fayol (2002:11) stated to manage is to forecast and to plan to organize, to command, to coordinate and to control.

#### **Human Resources Management**

Storey (1995:5) HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques.

#### **Organizational Culture**

Every organization has their own culture, it is because there are different belief and perceptions between organization. Shahzad, et al. (2012) explained the concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations that are doing business in the same national culture Culture may defined as system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization (Robbins & Sanghi, 2007).

#### **Characterictics of Organizational Culture**

Ojo (2011) a number of important characteristics are associated with an organization's culture as follows:

1. Observed behavioral regularities, as typified by common language, terminology, and rituals.
2. Norms as reflected by things such as the amount of work to be done and the degree of cooperation between management and employee.
3. Dominant values that the organization advocates and expect participants to share, such as high product or service quality, low absenteeism and high efficiency.

4. A philosophy that's set forth in the Multinational cooperation, beliefs regarding how employee and customer should be treated.
5. Rules that dictate the do's and don't of employee behaviour relationg to area such as productivity, customer ralations, and intergroup cooperation.
6. Organizational climate or the overall atmosphere of the entreprise as reflected by the way that participants interact with each other, conduct themselves with customers, and feel about the way they are treated by higher-level management.

### Control System

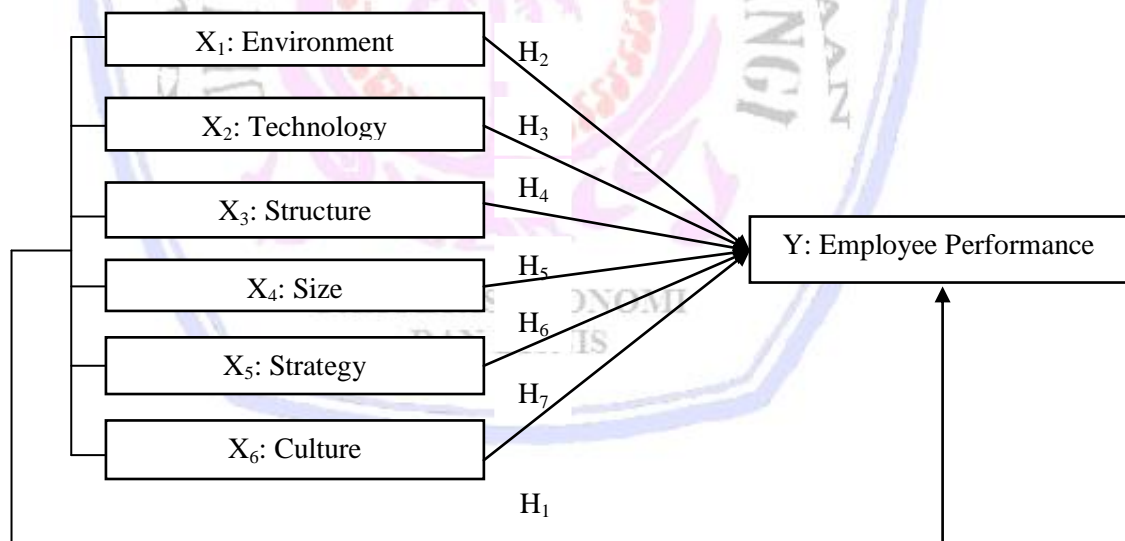
Merchant (2007) Control System is the process by which management: Ensures that people in the organization carry out organizational objectives and strategies;encourages, enables, or sometimes forces employees to act in the organization's best interest.

### Employee Performance

Performance refers to the amount of effort, initiative, and maintenance of standards and commitment displayed by individuals while performing the job tasks (Mguqulwa, 2008 cites Ivancevich and Matteson, 1996). Employee performance is important factor to push forward to be an excellent organization. The organization's success or failure depends on job performance of the employee in the organization. Saetang, et al. (2010) stated that employee performance is a human behavior the result of which is an important factor for individual work effectiveness evaluation.

### Previous Researchers

Fauzi et al. (2010), Management Control Systems and Contextual Variables in the Hospitality Industry. Berland et al. (2010), Management Control System in Public Administration: Beyond Rational Myths. Soldevila and Oloveras, Management Control in Non-Profit Organizations: The Case of the Associations of Economist in Spain.



**Figure 1 Conceptual Framework**

Source: Processed data 2014

### Hypothesis

The hypotheses of this research are:

- H<sub>1</sub>: Environment, technology, structure, size, strategy and culture influences employee performance at Bank SulutAmurang simultaneously.
- H<sub>2</sub>: Environment influences employee performance at Bank SulutAmurang partially.
- H<sub>3</sub>: Technology influences employee performance at Bank SulutAmurang partially.
- H<sub>4</sub>: Structure influences employee performance at Bank SulutAmurang partially.
- H<sub>5</sub>: Size influences employee performance at Bank SulutAmurang partially.

H<sub>6</sub>: Strategy influences employee performance at Bank SulutAmurang.

H<sub>7</sub>: Culture influences employee performance at performance at Bank SulutAmurang.

## RESEARCH METHOD

### Type of Research

This research is causal type of research where it will investigate the influence of Control System and employee performance at Bank Sulut, Amurang. This study will be conducted in comparative study method.

### Place and Time of Research

The study was conducted in Bank Sulut Amurang. That field is a perfect location to do this research and find if social media base on market segmentation have impact for marketing. This research regarding the employee of Bank Sulut Amurang as respondents from June – July 2014 and the survey started on June 2014.

### Population and Sample

Population is the entire group or people, events, or things that the researcher desires to investigate (Sekaran and Bougie, 2010:443). The population in this research are all the employees of Bank SulutAmurang. The samples of this research are the employees of Bank SulutAmurang as much as 70 respondents. The sampling design is sample random sampling that is considered as the best way of getting some basic information quickly and efficient. Sample random sampling is using every element in the population has a known and equal chance of being selected as a subject. This sampling design has the least bias and offers the most generalizability (Sekaran and Bougie, 2010:270).

### Data Collection Method

They are two types of data: (1) Primary Data use questionnaires were distributed to employee of Bank Sulut Amurang, respectively 70 sheets. While calculating weight rating employee questionnaires using Likert scale. Likert scale was associated with a statement about one's attitude towards something. And (2) secondary data is method of data collection by studying the relevant literature in order to obtain a theoretical overview from books, journals, and relevant literature from library and internet of the concept of employee performance.

### Operational Definitions and Measurement of Research Variable.

Operational definitions of research variables are:

1. Environment (X<sub>1</sub>)
2. Technology (X<sub>2</sub>)
3. Structure (X<sub>3</sub>)
4. Size (X<sub>4</sub>)
5. Strategy (X<sub>5</sub>)
6. Culture (X<sub>6</sub>)
7. Employee performance (Y)

### Data Analysis Method

#### Validity and Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicate how well the items measuring a concept hang together as a set, Gronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2010:162). Since reliable scale are not necessarily valid researchers also need to be concerned about validity. It assesses whether scale measure what is supposed to be measured. Thus validity is a measure of accuracy in measurement (Hair et al, 2010:120).

### Multiple Regressions on Analysis Method

Linear regression is used to model the value of a dependent scale variable based on its linear relationship to one or more predictors. The method of analysis used in this study is multiple regression models approach the return. Cooper and Schindler (2001:767) stated that multiple regression analysis is techniques to

observed value more than one X to estimate or predict corresponding Y value. The formula of multiple linear regressions is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

Where:

- Y = Employee Performance
- X<sub>1</sub> = Environment
- X<sub>2</sub> = Technology
- X<sub>3</sub> = Structure
- X<sub>4</sub> = Size
- X<sub>5</sub> = Strategy
- X<sub>6</sub> = Culture
- $\alpha$  = Constant
- b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = the regression coefficient of each variable
- e = error

## RESULTS AND DISCUSSION

### Result

#### Validity and Reliability Test

The validity test of Environment (X<sub>1</sub>) 0.887, Technology (X<sub>2</sub>) 0.628, Structure (X<sub>3</sub>)0.797, Size (X<sub>4</sub>)0.665, Strategy (X<sub>5</sub>) 0.870, Culture(X<sub>6</sub>)0.857 also Employee Performance (Y) 0.857 are above 0.3 which mean that all indicator are valid. The reliability test using Alpha Cronbach. The Cronbach's Alpha parameter, with ideal scores more than 0.6. The variable are reliable because the value of Cronbach's Alpha is bigger than 0.6.

#### Test of Classical Assumption

##### Multicollinearity

**Table 1. Collinearity Statistics**

	Model	Collinearity Statistics	
		Tolerance	VIF
1	X <sub>1</sub>	.280	3.571
	X <sub>2</sub>	.334	2.990
	X <sub>3</sub>	.318	3.143
	X <sub>4</sub>	.205	4.868
	X <sub>5</sub>	.804	1.243
	X <sub>6</sub>	.916	1.092

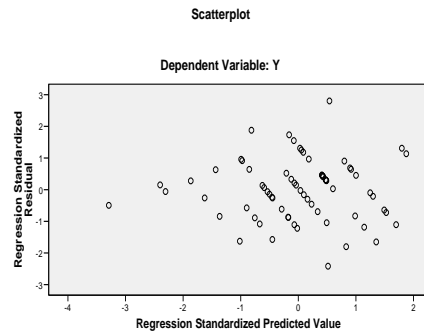
a Dependent Variable: Y (Employee Performance)

Source: Processed Data, 2014

The calculation multicollinearity through VIF and tolerance. VIF value of Environment (X<sub>1</sub>) 3.571, Technology (X<sub>2</sub>) 2.990, Structure (X<sub>3</sub>) 3.143, Size (X<sub>4</sub>) 4.868, Strategy (X<sub>5</sub>)1.243, and Culture (X<sub>6</sub>) 1.092 are <10, this means that there is no connection between the independent variables.

#### Heteroscedasticity

Heteroscedasticity occurs if there are dots which form a certain pattern regularly as waves. Homoscedasticity occurs if there are no certain patterns which are clear, and the dots spread above and below the 0 the Y-axis.

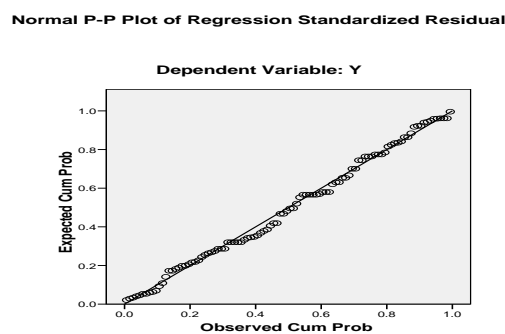


**Figure 2. Heteroscedasticity Results**  
Source : Processed data 2014

Figure 2 shows that the patterns of the dots are spreading and the dots are spreading above and below the zero point of Y-axis. So, there is no heteroscedasticity in this regression.

**Normality**

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph.



**Figure 3. Normality Results**  
Source : Processed data 2014

Figure 3 shows the dots spread near the diagonal line and follow the direction of the diagonal line. Therefore, the data is distributed normally.

**Multiple Regression Analysis**

**Table 2. Multiple Regression Result**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.681	.313		2.174	.033
	X <sub>1</sub>	.059	.096	.058	2.619	.008
	X <sub>2</sub>	.048	.075	.055	3.639	.045
	X <sub>3</sub>	.059	.081	.064	3.726	.030
	X <sub>4</sub>	.231	.120	.211	5.935	.022
	X <sub>5</sub>	.026	.055	.026	7.477	.005
	X <sub>6</sub>	.782	.044	.926	17.913	.000

Source: Processed Data, 2014

From the analysis, obtained by linear regression equation as follows:

$$Y = 0.681 + 0.059 X_1 + 0.048 X_2 + 0.059 X_3 + 0.231 X_4 + 0.026 X_5 + 0.782 X_6$$

From the multiple linear regression equation above, it can inform the interpretation as follows:

1. Constant 0.681 shows the influence of Environment ( $X_1$ ), Technology ( $X_2$ ), Structure ( $X_3$ ), Size ( $X_4$ ), Strategy ( $X_5$ ), Culture ( $X_6$ ) and Employee Performance (Y). It means that, in a condition where all independent variables are constant (zero), Employee Performance (Y) as dependent variable is predicted to be 0.681.
2.  $X_1$  (Environment) has an effect to Y (Employee Performance) as many as 0.059. In condition where other variables are constant, if there is one unit increasing in  $X_1$  (Environment), Y (Employee Performance) is predicted to be increased by 0.059.
3.  $X_2$  (Technology) has an effect to Y (Employee Performance) as many as 0.048. In condition where other variables are constant if there is one unit increasing in  $X_2$  (Technology), Y (Employee Performance) is predicted to be increased by 0.048.
4.  $X_3$  (Structure) has an effect to Y (Employee Performance) as many as 0.059. In condition where other variables are constant if there is one unit increasing in  $X_3$  (Structure), Y (Employee Performance) is predicted to be increased by 0.059.
5.  $X_4$  (Size) has an effect to Y (Employee Performance) as many as 0.231. In condition where other variables are constant if there is one unit increasing in  $X_4$  (Size), Y (Employee Performance) is predicted to be increased by 0.231.
6.  $X_5$  (Strategy) has an effect to Y (Employee Performance) as many as 0.026. In condition where other variables are constant if there is one unit increasing in  $X_5$  (Strategy), Y (Employee Performance) is predicted to be increased by 0.026.
7.  $X_6$  (Culture) has an effect to Y (Employee Performance) as many as 0.782. In condition where other variables are constant if there is one unit increasing in  $X_6$  (Culture), Y (Employee Performance) is predicted to be increased by 0.782.

### Coefficient Determination ( $r^2$ )

**Table 3. Table R and R<sup>2</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920(a)	.846	.831	.25279

a Predictors: (Constant),  $X_1$ ,  $X_2$ ,  $X_3$ ,  $X_4$ ,  $X_5$ ,  $X_6$

b Dependent Variable: Y

Source: Processed Data, 2014.

To determine the contribution The Influence of Environment ( $X_1$ ), Technology ( $X_2$ ), Structure ( $X_3$ ), Size ( $X_4$ ), Strategy ( $X_5$ ), Culture ( $X_6$ ) and Employee Performance (Y) at Bank Sulut Amurang can be seen that the determinant of the coefficient ( $r^2$ ) in the table above. R<sup>2</sup> value of 0.846 in this study may imply that the contribution of The Influence of Environment ( $X_1$ ), Technology ( $X_2$ ), Structure ( $X_3$ ), Size ( $X_4$ ), Strategy ( $X_5$ ), Culture ( $X_6$ ) and Employee Performance (Y) at Bank Sulut Amurang of 84.6% while the remaining 15.4% is affected by other variables not examined in this study.

### Hypothesis Testing

**Table 2 F-Test**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.071	6	3.678	57.563	.000(a)
	Residual	4.026	63	.064		
	Total	26.097	69			

a Predictors: (Constant),  $X_1$ ,  $X_2$ ,  $X_3$ ,  $X_4$ ,  $X_5$ ,  $X_6$

b Dependent Variable: Y

Source: Processed Data, 2014

Value of 57.563 of  $F_{\text{Count}}$  significant 0.000. Because the sig <0.05 means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore  $H_0$  is rejected and accepting  $H_a$ . Thus, the formulation of the hypothesis that Environment ( $X_1$ ), Technology ( $X_2$ ), Structure ( $X_3$ ), Size ( $X_4$ ), Strategy ( $X_5$ ), Culture ( $X_6$ ) and Employee Performance (Y) at Bank Sulut Amurang Simultaneously, accepted.

**Table 3. t-Test**

Model	T	Sig.
Environment	2.619	.008
Technology	3.639	.045
Structure	3.726	.030
Size	5.935	.022
Strategy	7.477	.005
Culture	17.193	.000

a Dependent Variable: Y

Source: Processed Data, 2014

The calculations in the table above, the interpretation as follows:

1.  $t_{\text{count}}$  for Environment( $X_1$ ) 2.619 greater than the value of 1.660 $t_{\text{table}}$  means Environment variable ( $X_1$ ) in partial influence Employee Performance (Y) at Bank Sulut Amurang. The sig. value at 0.008 means that prediction of Environment ( $X_1$ ) influence on Employee Performance (Y) at Bank Sulut Amurang doing errors is 0.0%, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.
2.  $t_{\text{count}}$  for Technology ( $X_2$ ) 3.639 greater than the value of 1.660 $t_{\text{table}}$  means Technology variable ( $X_2$ ) in partial influence Employee Performance (Y) at Bank Sulut Amurang. The sig. value at 0.045 means that prediction of Technology ( $X_2$ ) influence on Employee Performance (Y) at Bank Sulut Amurang doing errors is 0.0%, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.
3.  $t_{\text{count}}$  for Structure ( $X_3$ ) 3.726 greater than the value of 1.660 $t_{\text{table}}$  means Structure variable ( $X_3$ ) in partial influence Employee Performance (Y) at Bank Sulut Amurang. The sig. value at 0.030 means that prediction of Structure ( $X_3$ ) influence on Employee Performance (Y) at Bank Sulut Amurang doing errors is 0.0%, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.
4.  $t_{\text{count}}$  for Size ( $X_4$ ) 5.935 greater than the value of 1.660 $t_{\text{table}}$  means Size variable ( $X_4$ ) in partial influence Employee Performance (Y) at Bank Sulut Amurang. The sig. value at 0.022 means that prediction of Size ( $X_4$ ) influence on Employee Performance (Y) at Bank Sulut Amurang doing errors is 0.0%, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.
5.  $t_{\text{count}}$  for Strategy( $X_5$ ) 7.477 greater than the value of 1.660 $t_{\text{table}}$  means Strategy variable ( $X_5$ ) in partial influence Employee Performance (Y) at Bank Sulut Amurang. The sig. value at 0.005 means that prediction of Strategy ( $X_5$ ) influence on Employee Performance (Y) at Bank Sulut Amurang doing errors is 0.0%, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.
6.  $t_{\text{count}}$  for Culture( $X_6$ ) 17.193 greater than the value of 1.660 $t_{\text{table}}$  means Culture variable ( $X_6$ ) in partial influence Employee Performance (Y) at Bank Sulut Amurang. The sig. value at 0.000 means that prediction of Culture ( $X_6$ ) influence on Employee Performance (Y) at Bank Sulut Amurang doing errors is 0.0%, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.

## Discussion

To determine the whole effect of all independent variables to a dependent variable, the author using F-test, and its shows that technology, structure, size, strategy, and culture have a significant influence on employee performance in Bank Sulut Amurang. This is because of the results in this study has commonly and partly shown about the significant influence from environment, technology, structure, size, strategy, culture from the changing of the employee performance in Bank Sulut Amurang. This statement is based on the thought that both independent variables in this research become important factors to determine the whether control system in Bank Sulut Amurang is been frequently used by the employee of Bank Sulut Amurang.



To determine the effect of each independent variable to dependent variable individually, considering the other variables remain constant the author using T-test, and its shows that the multiple regression result showed that, Country of Origin does not has significant influence on consumer perception towards Chinese products, this result occurred because, some of respondents are interested to buy Chinese products because their perception of Chinese products are better than local products and it is more interested to buy compare with others. But it does not mean that all of the respondents have the same perception, some of the respondents showed that they do not like to buy Chinese products, and vice versa. In general, the result confirm that the consumers who use Chinese products can not be influenced by Country of Origin or they are not concern about where the products came from or "made in", they are just attracted by the model and the affordable price of the Chinese product. Thus, they buy the products which are produced by China. Controlling and managing the system and the employee in the organization is the way that guides how employees think and act on the job is central to the values, beliefs, interpersonal behaviors, and attitudes to stakeholders that determine how the organization does its job. It is a key factor not only in achieving organizational goals, but in attracting and keeping desirable employees, creating a positive public image, and building respectful relationships with stakeholders.

Organizations and managers are willing to get employees commitment, which leads to improve the productivity. Management would like to introduce employee with norm, values and objectives of the organization. It is the responsibility of the management to introduce the how the system works inside the organization to its employees that will assist the employees to get familiar with the system of organization itself. Management must try to always keep learning environment in the organization. Proper understanding of organizational system should leads towards improvement of employee's performance. As every organizational development is concerned, employees performance consider as a back bone for the industry. Every organization has a its own system that depending on its strength can have a significant influence on the attitudes and behaviors of organization members. A good controlling system provides stability to an organization. A good controlling system would help to increased probability that the organization's objectives will be achieved.

Organization control and coordination systems provide an avenue for resolving this tension. Through the use of administrative controls, managers are able to designate specific role expectations to subordinates and to monitor and evaluate the subordinate's performance against these standards (Marginson, 2002).

When companies face increasing competition, management frequently reviews and adjusts company goals and strategies to cope with these external as well as internal changes. A tool that management can use to influence the behavior of their managers to achieve these goals and follow strategies is an effective formalized system called Management Control System (Horngren et al., 2008). Management's expectations, communicated through control and coordination efforts, provide organizational members with the direction necessary to define their proper work roles.

This research also have a same finding with Management Control Systems and Contextual Variables in the Hospitality Industry, Hasan Fauzi, Mostaq M. Hussain, Lois Mahoney. The paper examined management control systems (MCS) in Indonesian hospitality sector. This study examines the impact of six contextual factors at one time to determine the importance of each factor on the design of MCS. The paper is based upon data collected through a survey sent to "star" hotels in Central Java, Indonesia. Using Chenhall (2003) design, a regression equation is run to examine the relationship between MCS and the contextual variables of environment, technology, structure, size, strategy and culture. The present study extends the scope of MCS system in accounting literature by testing Chenhall (2003) works on the relationship between contextual variables and MCS. It attempts to fill the gap in contingency-based studies that have previously focused on one aspect of contingency by considering six contextual factors. Furthermore, this paper also contributes to a fuller understanding of MCS practices in Indonesia and the hospitality industry and helps management in determining its most effective design.

Management Control System in Public Administration: Beyond Rational Myths, Nicolas Berland, Benjamin Dreveton. The implementation of management control devices in the public sector is a very difficult challenge, especially if these devices come from private sector. Through two case studies, this paper analyses how two public organizations have implemented management control systems. We point out that both public

organizations studied have developed a complex set of practices around their management control systems. Despite some apparent failures, the implemented systems are not merely myths about the running of public organizations, but instead produced some unanticipated effects.

Management Control in Non-Profit Organizations: The Case of The Associations of Economist in Spain, Pilar Soldevila, Ester Oloveras. The number of non-profit organizations has grown considerably over the last decades, however management control techniques are not being introduced with the same frequency as in lucrative organizations. The increased competition in this sector has created a growing interest in management control techniques but with little empirical research in the area. With the aim to throw some light over the uses of management control in professional associations we have focused in the associations for economists in Spain as a particular case of a non-lucrative body.

Results indicate that management accounting tools are used exceptionally, many times only the minimum legal requirements. The critical situation of the associations of economists in Spain requires the implementation of information systems, specially taking into account the different specialties of economists and offering to its members, services and products that are not available through profit organizations.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

There are seven constructive findings that can be concluded from the overall result in this research, which are listed as follow:

1. Environment, technology, structure, size, strategy and culture have significant influence on employee performance simultaneously and significantly
2. Environment has significant influence on employee performance partially and significantly.
3. Technology has a significant influence on employee performance partially and significantly.
4. Structure has a significant influence on employee performance partially and significantly.
5. Size has a significant influence on employee performance partially and significantly.
6. Strategy has a significant influence on employee performance partially and significantly.
7. Culture has a significant influence on employee performance partially and significantly.

### Recommendations

There are two practical recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. Managing director and human resources division from Bank Sulut Amurang must consider about the importance of Correlation of environment, technology, structure, size, strategy, culture for the employee performance, regarding with it in advanced.
2. The other hand, managing director and human resources division from Bank Sulut Amurang must also evaluate other important factors that affect the employee performance, regarding with the continuity of Bank Sulut Amurang in the future.

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