



Mandatory Affairs Development Transformation in Five Regional Apparatus Organizations Not Related to Basic Services in Badung Regency, Bali

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Abstract—The purpose of this study is to analyze the performance results of five regional apparatus organizations in six mandatory affairs that are not related to basic services. By designing and using a concurrent embedded method approach with comparative descriptive analysis techniques on the LKPJ-2021 document from five regional apparatus organizations. From the results of the study, it was found that (1) the level of conformity and efficiency between budget absorption and the achievement of performance targets in each regional apparatus organization was not optimal, (2) the licensing and non-licensing performance targets were 6,000 permits and non-permits were realized as many as 5,564 permits. This achievement is constrained by Law No. 11, 2020 concerning Job Creation and PP No. 5, 2021 concerning the Implementation of Risk-Based Licensing, (3) settlement activities for compensation and development compensation by the district government with a performance target of 25 plots of land, but the realization results are nil, and (4) technical services, which leave a budget allocation of at least The largest is the Department of Communication and Information, which is Rp. 16,666,316.020.00 or 35.80%. Based on these findings, it is suggested to policymakers to (1) further improve budgeting estimates related to the achievement of performance targets, (2) further strengthen the management of data and information on integrated electronic-based licensing and non-licensing supported by adequate infrastructure, human resources, OSS-BRS, LAPERON, and TRUST applications, and (3) the solution to land problems is prioritized.

Keywords: performance; regional apparatus organization; transformation of mandatory affairs development and strategic management

I. INTRODUCTION

The implementation of regional government is carried out by the Regional People's Representative Council and regional heads. Both are domiciled as elements of regional government administrators who are mandated by the people to carry out government affairs. Thus, their position as partners are equal, but their functions are different. The Regional People's Representative Council has the function of forming regional regulations, determining

budgets, and supervising functions, while the regional head functions as the executor of regional regulations and regional policies in realizing regional autonomy. Regarding regional autonomy, the Regional People's Representative Council and regional heads refer to Law Number 23, Year 2014 concerning Regional Government, PP No. 13, 2019 concerning Reports and Evaluation of the Implementation of Regional Government, and Minister of Home Affairs Regulation No. 18, Year 2020 concerning Reports and Evaluation of the Implementation of Regional

Government. Based on the provisions of these laws and regulations, local governments are required to report on the implementation of local government, which includes LPPD, LKPJ, and RLPPD in accordance with the applicable mechanism. With regard to these obligations, the LKPJ for six mandatory affairs that are not related to basic services and are carried out by five OPDs, namely the Governance Section, the Population and Civil Registry Office, the Communications and Information Technology Office, and the Investment Office and One Stop Integrated Services are the focus of the study in this study.

The study conducted by Bahtiar (2022) showed that the current government is required to create high-performance, clean, effective, efficient and accountable governance, and free from corrupt practices, collusion and nepotism. This is an obligation that must be realized by the current government. Mulyati et al. (2022) revealed that public accountability affects the performance of local government officials. The structure of decentralization affects the performance of local government officials, clarity of budget targets affects the performance of local government officials, and the managerial role of regional financial managers affects the performance of local government officials. Therefore, this study aims to find out the achievement of program performance targets and activities of six mandatory affairs that are not related to basic services carried out by five Regional Apparatus Organizations and to find out the factors that affect the achievement of the performance targets of the six mandatory affairs that are not related to basic services carried out by the five Regional Apparatus Organizations.

II. CONCEPT

Based on the main problems and objectives of the study, the theoretical basis used to explain the optimization of the achievement of program performance targets and activities of six mandatory affairs that are not related to basic services carried out by the five Regional Apparatus Organizations are institutional economic theory, bureaucratic theory, and strategic management. The three theories are described as follows.

Institutional Economics

Yustika (2010) and Acemoglu (2003) argue that institutions affect the economic growth of a country. Furthermore, Yustika said

that institutions are different from human resources, natural resources, population, and technology as factors of production that can be separated from social reality. Meanwhile, the institution as a variable actually lives and runs on the social reality of society. Acemoglu said that institutions, both formal and informal, greatly determine economic performance. This can be seen from the three important characteristics possessed by an institution, namely (1) coercion of ownership, (2) limiting the actions of politicians, and influential group elites in an effort to obtain economic benefits, and (3) institutions are able to create equal opportunities for individuals to carry out economic activities, in particular, to increase the capacity of individuals to be able to participate in productive economic activities.

North (1994) says that institutions are the most important element of economic achievement in a country. Good geographical conditions, quality population, abundant natural resources, and adequate technology are potential for economic growth. However, as a potential, it cannot be a trigger for welfare unless it is guided by a good economic institutional system. Poor institutions can also trigger the wasting of all economic potential. This is the case in many developing countries.

Based on the institutional economic theory proposed by Yustika (2010), Acemoglu (2003), and North (1994) it can be concluded that institutions, such as agencies or technical implementing agencies or part of regional secretariat organizations can be a determining factor in optimizing the performance of a program and activity in six mandatory affairs that are not related to basic services.

Bureaucracy

Mises (1944) says that bureaucracy is in modern government administration. Bureaucracy exists to facilitate the functioning of government and democratization. According to Friederich (1957), no government and democracy can function without a bureaucracy. It is said so because the things that drive modern society's need for bureaucracy are the economy, capitalism, and large-scale organizations. This is justified by Weber (1947) that bureaucracy is the most rational means for implementing imperative control over human actions to achieve the highest degree of technical efficiency through bureaucratic principles.

The principles of a good bureaucracy were put forward by Weber (1947). According to Weber (1947), basically, the principles of a

good bureaucracy are the principles of rational-legal authority, namely the principles of (a) standardization and formalization, (b) division of labor and specialization, (c) authority hierarchy, (d) professionalization, and (e) the principle of written documents.

Principles of Standardization and Formalization

According to Tompkins (2005), there are four aspects of standardization, namely standardization of work processes, standardization of work output, standardization of worker skills, and standardization of values that can be used to coordinate and control work activities, while formalization refers to the degree to which work within the organization is standardized. Formalization is a degree to which the rules, procedures, instructions, and written documentation describe the rights and responsibilities of employees. Examples of formalization in government organizations are policies, terms of reference, procedural manuals, organizational charts, technical evaluation guidelines, and controls (Robbins, 1994).

Division of Labor and Specialization

Robbins & Barnwell (2002) explain that the division of labor is the breakdown of tasks into simple components that can be carried out on an iterative basis. Division of labor is also known as job specialization and creates groups of specialists. Specialization means that different people do different things. Specialization allows workers to become experts in their fields even though their work may be only a small part of the organization's overall activities.

The division of labor in the bureaucracy refers to the area of official jurisdiction of officials with a view to preventing the existence of vague and unsystematic tasks in patrimonial systems. This is important because these vague and unsystematic tasks actually hinder economic development. On that basis, the classical public administration literature included the principle of division of labor and this specialization as one of the principles of administration (Hummel, 2000).

Authority Hierarchy

Weber (1947) explained that organizational members obey the authority of officials only in their capacity as members of the organization and what they obey is the law. Personally, the employee is an independent person, he is subject to authority regarding the impersonal obligations of his position.

Obedience is not directed at individual officials, but to orders based on law so that an impersonal order is formed. Outside of this authority, officials need additional authority, such as the authority for budget users, allocators of material resources, contract signers, and selectors of organizational members. The granting of this additional authority is intended so that the implementation of the position is effective.

Professionalization

Bevir (2007) explains that professionalization is a process to encourage and protect the interests of officeholders. Professionalism refers to the development of the type and level of knowledge and skills required for professional behavior, both those who will enter the profession and those who already exist. The sources of the superiority of bureaucratic administration come from technical knowledge, technological developments, business methods, and the production of needed goods. Therefore, bureaucratic administration can be interpreted as knowledge-based control that makes bureaucracy rational. To obtain professional bureaucrats, candidates for bureaucratic officials are selected according to technical qualifications, and are free from political intervention. That is, only people who have adequate technical expertise can occupy administrative positions.

Written Documentation

Tompkins (2005) explains that bureaucracy requires written documentation for operational continuity. In the bureaucracy, all actions, decisions, and regulations must be formulated and written, both for matters such as discussions, proposals, decisions, and all kinds of orders. The management of this written document is the duty of an office unit. Recording of administrative decisions in written form ensures operational continuity. Although officials and administrators come and go one after another, with this written documentation new decisions will continue to be guided by past decisions. Written documents can facilitate the accountability of higher authorities to use written records to evaluate the performance of their subordinate units. In addition, it can also be a guide for subordinates to be responsible for their actions. On the other hand, bureaucrats who are found guilty can use written documents to show that they are following the rules and carrying out their duties responsibly. Thus, written documentation can provide protection, both for

subordinates and superiors.

Based on the bureaucratic theory proposed by Weber (1947), Robbins & Barnwell (2002), and Hummel (2000), it can be concluded that the achievement of performance targets for six mandatory affairs that are not related to basic services can be influenced by formalization and work standardization factors, division of labor and specialization, the hierarchy of authority, professionalization, and written documentation.

Strategy Management

The work of Alexander (1991) is entitled "Strategy Implementation: Nature of the Problem." The work was published in the International Review of Strategic Management. In the study, it is stated that ignoring the importance of proper implementation can turn out to be disastrous. Strategy implementation is the total number of activities and choices needed to be able to carry out a strategic plan. Strategy implementation is the process of turning strategies and policies into action through the development of programs, budgets, and procedures. Although implementation is considered only after the strategy is formulated, implementation is the key to successful strategic management.

Improper implementation of a good strategy can cause the strategy to fail. On the other hand, perfect strategy implementation not only makes a good strategy work but also saves a strategy that was initially doubtful. Currently, according to Alexander (1991), there has been an increase in top management's attention turning to issues of strategy implementation. That is, they realize that the success of a strategy depends on the organizational structure, allocation of resources, compensation programs, information systems, corporate culture, and other resources.

Lawless et al. (1989) explain that most people who play an important role in determining the success or failure of strategy implementation are only slightly involved in developing organizational strategy. Therefore, they tend to refuse to work and provide the necessary data in the formulation of the work process of a strategic plan. The refusal and reluctance to participate will be more visible if changes in the mission, objectives, strategies, and important policies of an organization are not clearly and transparently communicated to all implementers in the field.

Based on the strategic management theory proposed by Alexander (1991), Lawless et al. (1989), it can be concluded that the achievement of performance targets for six mandatory affairs that are not related to basic services can be influenced by organizational structure factors, budget allocations, compensation programs, information systems, corporate culture, and other resources.

Based on the background of the problem, the aims and objectives of the study, as well as institutional, bureaucratic, and strategic management theories, a model or framework of thinking can be built as shown in Figure 1 below. This study consists of three variables, namely the dependent variable (Y2), moderating variable (Y1), and independent variables, namely X1 and X2. This model can explain the flow of thinking as follows. The achievement of the performance target of six mandatory affairs that are not related to basic services (Y2) will be influenced by the bureaucracy (Y1) such as formalization and standardization of work, division of labor and specialization, the hierarchy of authority, professionalization, and written documentation, while the bureaucracy (Y1) is influenced by institutions. (X1) and strategic management (X2). In this case, the institutions consist of the Administration Division, the Population and Civil Registry Service, the Investment and One-Stop Service Office, and the Communication and Information Technology Service. Strategic management includes organizational structure, budget allocation, compensation programs, information systems, corporate culture, and other resources.

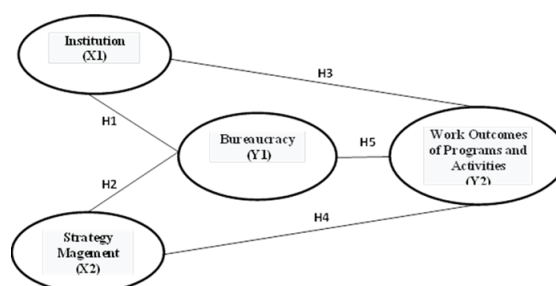


Figure 1. Optimization Model for Achievement of Performance Targets for Six Mandatory Affairs Not Relating to Basic Services

Mathematically, Figure 1 can be poured into a function, namely $Y2 = f(Y1, X1, \text{ and } X2)$

Source: Results of Theory Development Analysis

III. METHOD

Quantitative data is obtained from the 2021 LKPJ-Bupati document, in particular data on the performance achievements of six mandatory affairs that are not related to basic services. On the other hand, qualitative data was obtained by using a linear snowball model procedure to find key informants who were hidden, not easily accessible, but understood the substance of the research well and correctly. The essence of qualitative data is the meaning that can be extracted from a perspective, experience, and case, both concerning the behavior of individuals, groups, and communities that are put forward by key informants related to the substance of the study (Bungin, 2011). Thus, this study uses a concurrent embedded method which is a combination of quantitative and qualitative studies in the same study, but qualitative analysis is only for validating quantitative results if needed (Creswell & Clark, 2007). The comparative descriptive analysis

technique is carried out by comparing performance targets and performance achievements, both physical and financial. If the results of the analysis show consistency between budget allocations and budget absorption and between budget absorption and corresponding performance achievements, it can be categorized as 'good,' but otherwise, 'not good.' Qualitative analysis techniques are carried out at each stage of the study by collecting, sorting, classifying, synthesizing, and looking for patterns and meanings contained in an event. The meanings and patterns obtained from the results of the analysis are used to validate the results of quantitative research if needed (Moleong, 2006).

IV. RESULT AND DISCUSSION

Land Affairs

This matter is carried out by the Governance Section. The number of programs and activities consists of four programs and four activities as set out in Table 1.

Table 1. Implementation of Mandatory Affairs Not Relating to Basic Services on Land Affairs: Governance Section

No.	Programs/Activities	Target	Realization
1.	Empty land problem-solving activities	5 object	5 object
2.	Inventory and utilization of vacant land	5 object	5 object
3.	Activities for solving problems of compensation and development compensation by district/city local governments	25 field	nothing
4.	Land dispute settlement activities within the regency/city area	5 case	5 case

Source: LKPJ-Regent, 2021.

From Table 1. above, it is explained that the program and activities are supported by a budget of Rp.111,877,817.00, but the realization is Rp.13,750,000.00 or 12.29%. This means that the absorption of the budget is not in accordance with the plan. Meanwhile, out of the four activities, there is one activity that has not been implemented, namely the activity of solving the problem of compensation and development compensation by the district/city government, but the background of the problem is not explained.

Based on the results of the study and the

findings in the discussion of the accountability report of the Governance Section, it can be concluded that the budget absorption did not reach the target. In addition, there was also one activity that was not realized. This means that the performance for this matter is 'not good'.

Population Administration and Civil Registry Affairs

This matter is carried out by the Department of Population and Civil Registry. The number of programs and activities consists of three programs and eight activities, as set out in Table 2.

Table 2. Implementation of Mandatory Affairs Not Relating to Basic Services at the Department of Population and Civil Registration

No.	Programs/Activities	Target	Realization
1.	Local Government Support	90%	90%
	Planning, budgeting, and evaluating the performance of regional apparatus	7 documents	7 documents
	Financial administration of regional apparatus	12 months	12 months
	c. General administration of regional apparatus	12 months	12 months
	d. Provision of business support services	12 months	12 months
	e. Maintenance of property belonging to the supporting area of affairs	96%	95%
2.	Resident Registration Program	62 villages/ke	62 villages/ke
	a. Resident registration service	62 villages/ke	62 villages/ke
	b. Organizing registration	62 villages/ke	62 villages/ke
3.	Civil registration program	62 villages/ke	62 villages/ke
	o Civil registration service	62 villages/ke	62 villages/ke

Source: LKPJ-Regent, 2021

From Table 2. above, it is explained that the program and activities are supported by a budget of Rp. 14,884,187,972.00, but the realization is Rp. 13,490,849,334.00 or 90.64%. This means that it is not on target. Meanwhile, on the other hand, the implementation of programs and activities is in accordance with the target, except for the maintenance of regional property that supports the affairs, which is not in accordance with the target or less than 1%, but the background of the problem is not explained.

Based on the results of the study and the

findings in the discussion of the statement of accountability of the Department of Population and Civil Registry, especially in terms of budget absorption, there was a difference of Rp. 1,393,338,638.00 or 9.56%. This means that the performance achievement is 'not good'.

Communication and Information Affairs

This matter is carried out by the Department of Communication and Information. The number of programs and activities consists of three programs and nine activities, as set out in Table 3.

Table 3. Implementation of Mandatory Affairs Not Relating to Basic Services at the Department of Communication and Informatics

No.	Programs/Activities	Target	Realization
1.	District/City Government Affairs Support Program	100%	100%
	a. Planning, budgeting, and performance evaluation activities of regional apparatus	100%	100%
	b. Financial administration activities of regional apparatus	100%	100%
	c. Regional apparatus personnel administration activities	100%	100%
	d. General administrative activities of regional apparatus	100%	100%
	e. Activities of providing support services for regional government affairs	100%	100%
	f. Activities for maintaining regional property to support regional government affairs	100%	100%
2.	Public Information and Communication Program	100%	100%
	regency/city government information and public communication management activities	100%	100%
3.	Informatics Application Program	100%	100%
	a. Domain name management activities that have been determined by the central government and sub-domains within the scope of the district/city local government	100%	100%
	b. E-government management activities within the scope of district/city local governments	100%	100%

Source: LKPJ-Regent, 2021.

From Table 3. above, it is explained that the program and activities are supported by a budget of Rp. 46,546,632,168.00, but the realization is Rp. 29,880,316,148.00 or 64.20%. This means that it is not in line with the target, but the background of the problem is not explained. Meanwhile, the implementation of programs and activities has met the target or 100%, but there are reported problems such as the following.

The use of information technology systems is not yet optimal, human resources for managing public information and communication services are not optimal, and information technology facilities and infrastructure services are not optimal in accordance with technological developments and growth.

The solution taken is to maximize the availability of available funds and human resources to manage information technology systems and improve public information services. The reported follow-up to the DPRD's recommendations is regarding the implementation of the free wifi installation

program that has been implemented at the village level.

In relation to the solution taken, there has not been stated about the ways that can be implemented, including the timing of its implementation, as an indicator that the results achieved are optimal, especially in managing funds and human resources.

Based on the results of the study and the findings in the discussion of the accountability statement report of the Office of Communication and Information, it is known that there is a budget difference of Rp. 16,666,316.020.00 or 36.80%. However, on the other hand, the overall performance achievement is 100%. This means that there is no consistency between budget absorption and performance achievements, or in other words, shows 'not good' performance.

Investment Affairs

Investment affairs are carried out by the Office of Investment and One Stop Integrated Services. The number of programs and activities consists of three programs and seven activities, as set out in Table 4.

Table 4. Implementation of Mandatory Affairs Not Relating to Basic Services at the Office of Investment and One-Stop Integrated Services

No.	Programs/Activities	Target	Realization
1.	District/City Government Affairs Support Program	100%	100%
	a. Planning, budgeting, and evaluating the performance of regional apparatus	123 book	123 book
	b. General administration of regional apparatus	12 month	12 month
	c. Provision of supporting services for regional government affairs	12 month	12 month
	d. Maintenance of regional property supporting regional government affairs	12 month	12 month
2.	Investment Service Program	100%	97%
	o One-stop integrated licensing and non-licensing services in the investment sector which are the authority of the district/city area	6.000 izin	5.648 izin
3.	Investment Implementation Control Program	100%	91%
	o Controlling the implementation of investment which is under the authority of the district/city area	100%	91%
4.	Investment data management and information system program	100%	100%
	o Integrated management of licensing and non-licensing data and information at the district/city level	100%	100%

Source: LKPJ-Regent, 2021

From Table 4. above it is explained that the program and activities are supported by a budget of Rp.4,802,264,648.00, but the realization is Rp.4,802,264,648.00 or 83.83%. This means that it is not in accordance with the target. Meanwhile, the implementation of programs and activities is on average in accordance with the target, except for licensing and non-licensing activities in areas that are

under the authority of the district/city. In addition, the control over the implementation of investment has not yet reached the target.

Other matters that can be reported by the Office of Investment and One-Stop Services are as follows.

Investment Service Program

Licensing and non-licensing activities in

the investment sector are under the authority of the district/city since the enactment of Law No. 11, 2021 concerning Job Creation, and PP No. 5, 2021 concerning the Implementation of Risk-Based Business Licensing, it was reported that 34 out of 147 permits and non-licenses were processed through OSSRBA.

Investment Implementation Control Program

Coordination and synchronization activities use non-physical DAK funds with a target of 50 times, but the realization is 44 times. Socialization of the ease of doing business 9 times and supervision 80 times. PMDN No. 15, 2021 concerning the Implementation of Covid-19 Emergency Community Activity Restrictions in the Java and Bali Regions hampering the implementation of the said activities in July and August.

Public Information and Communication Program

Integrated licensing and non-licensing data and information management activities at the district/city level electronically with an output target of an electronic-based licensing and non-licensing information system supported by infrastructure, human resources, OSS-BRS, LAPERON, and TRUST applications. The target to be achieved is 100% service satisfaction and this has been achieved 92%. In addition to these targets, HR competency improvement was also carried out through ISO 9001-2015. For this, it has been achieved that 100 ASN have competency certificates.

Problem

The problems faced, among which companies are difficult to find, Law no. 11, 2021 concerning Job Creation and PP No. 5, 2021 concerning the Implementation of Riziko-Based Licensing, and UMKN cooperation is not yet optimal. Company problems are difficult to find because the address and place

of business do not match. In addition, the telephone number provided cannot be reached. This can be overcome by coordinating with the village head or *lurah* to verify companies that are difficult to find. Problems with Law Number 11, 2021 concerning Job Creation and PP No. 5, 2021 concerning the Implementation of Riziko-Based Licensing, can be overcome by issuing Perbup No. 26, 2021 concerning the Delegation of Authority in the Implementation of Business Licensing in the Regions and Non-licensing from the Regent to the Head of the Investment Service and One Stop Integrated Services, which was set on 30 June 2021. On the other hand, the problem is that the cooperation between MSMEs, medium enterprises, and large businesses can be overcome by the regulation of MSME partnerships, medium businesses, and large businesses, but the regulation in question is not stated.

Complaint

There were three written complaints, consisting of two complaints in the first semester and one complaint in the second semester. However, the types of complaints and the methods for resolving them are not explained.

Based on the results of the study and the findings in the discussion of the accountability statement of the Office of Investment and One Stop Services, it can be concluded that there is no consistency between budget absorption and performance achievements. This means, on the one hand, there is a remaining budget of Rp. 776,094,626.00 or 16.17% and on the other hand, the performance target is well achieved.

Statistics and Coding Affairs

This matter is carried out by the Department of Communication and Information Technology. The number of programs and activities for statistical matters consists of one program and one activity, while coding matters consists of one program and two activities, as stated in Table 5.

Table 5. Implementation of Mandatory Affairs Not Relating to Basic Services on Statistics and Coding Affairs of the Office of Communication and Informatics

No.	Programs/Activities	Realization
1.	Sectoral Statistics Implementation Program	100%
	o Organizing sectoral statistical activities within the district/city level	100%
2.	Encryption Implementation Program for Information Security	100%
	Encoding activities for securing district/city government information	100%
	Determination of the pattern of password communication relationships between district/city regional apparatuses	100%

Source: LKPJ-Regent, 2021.

From Table 5. above, it is explained that these programs and activities are each supported by a budget of Rp. 10,133,864.00 for statistics and Rp. 19,784,043.00 for coding. The budget absorption for statistical affairs is zero rupiahs, while for coding matters Rp.3,223,447.00 or 16.30%. This means that the budget absorption for each business is not in line with the target. Other things were reported, namely the lack of human resources who carry out statistical matters and the lack of human resource competence in coding matters. The shortage of human resources in statistical matters is overcome by optimizing cooperation with relevant agencies in data collection so that statistical data is still available for publication in Badung in numbers, sub-districts in numbers, and GRDP through the application of technology. On the other hand, the problem of human resource competence has not been optimal in the field of coding to

be overcome by increasing education and training which will be proposed in the next fiscal year.

Based on the results of the study and the findings in the discussion of the accountability report of the Communications Office, it can be concluded that there is no consistency and efficiency of budget absorption. This means, on the one hand, the budget that was allocated was not utilized properly, while on the other hand, the budget was utilized, but there was a budget difference of Rp. 16,560,596.00 or 83.70% in coding matters.

From the six mandatory affairs that are not related to existing basic services and are carried out by five service agencies and sections, it can be seen that overall they have not shown consistency and efficiency of budget absorption, as shown in Table 6.

Table 6. Comparison between Budget Allocation and Budget Absorption on Mandatory Affairs Not Relating to Basic Services

No.	Office/Agency/Budget	Section (Rp)	Realization (Rp)	Difference (Rp)
1.	Governance	111.877.817,00	13.750.000,00	98.127.817,00
2.	Disduk Capil	14.884.187.972,00	13.490.849.334,00	1.393.338.638,00
3.	Ministry of Communication and Information	46.546.632.168,00	29.880.316.148,00	16.666.316.020,00
4.	Department of PM and PTSP	4.802.264.648,00	4.026.170.022,00	776.094.626,00
5.	Kominfo-Statistics	10.133.864,00	0,00	10.133.864,00
6.	Kominfo-Encoding	19.784.043,00	3.223.447,00	16.560.596,00
	Total	66.374.880.512,00	47.414.308.951,00	18.960.571.561,00

Source: LKPJ 2021 Data Analysis Results

From Table 6. above, it is explained that the budget allocation for the six affairs is Rp. 66,374,880,512.00, but the realization is Rp. 47,414,308,951.00, while the budget is not utilized for Rp. 18,960,571,561.00 or 28.57%.

V. CONCLUSION

Based on the background of the problem, theoretical basis and empirical studies, framework of thinking, and analytical techniques of LKPJ for six mandatory affairs that are not related to basic services, it can be concluded that a) the level of conformity and efficiency between the budget allocated and the absorption of the budget, as well as between the budget allocated and the performance achievement is not optimal. b) The Department of Communications and Informatics leaves the largest budget allocation, which is Rp. 16,666,316.020.00 or

35.80% of the allocated budget of Rp. 46,546,632,168.00. c) The target of licensing and non-licensing performance is 6,000 permits and non-licensing, but the realization of 5,564 permits and non-licensing, is constrained by Law No. 11, 2020 concerning Job Creation and PP No. 5, 2021 concerning Implementation of Risk-Based Licensing. d) Activities for the settlement of compensation and development compensation by the district/city government with a performance target of 25 plots of land, but the realization is nil. e) There is no regulation on cooperation between MSMEs, medium and large businesses in accordance with the mandate of Law No. 11, 2020 concerning Job Creation and PP No. 5, 2021 concerning Implementation of Risk-Based Licensing. Therefore, it can be suggested that a) competence in the preparation of programs and activities in terms

of estimation between budget allocations, performance targets in programs, and activities to be more optimized. b) The Department of Communication and Information to be more careful in preparing budget allocations for programs and activities in 2023. c) One-Stop Integrated Service and Investment Office to further improve licensing and non-licensing services so that the achievement of performance targets in 2023 is in accordance with the set targets. d) The Governance Section is expected that the settlement of compensation and development compensation activities by the district/city government, with a performance target of 25 plots of land, can be realized in 2023. e) One-Stop Integrated Service and Investment Office in order to facilitate the issuance of regulations on cooperation between MSMEs, medium and large enterprises in accordance with the mandate of Law No. 11, 2020 concerning Job Creation and PP No. 5, 2021 concerning Implementation of Risk-Based Licensing.

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