

## The effectiveness of local government administration in boalemo regency

Dyta Ananda Tuiyo \*, Arifin Tahir and Sukarman Kamuli

*Public Administration Study Program Postgraduate Program of Gorontalo State University, Indonesia.*

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### Abstract

This study aims to analyze the effectiveness of local government administration in Boalemo Regency based on three main dimensions: goal achievement, integration, and adaptation. This research uses a descriptive qualitative approach with data collection through observation, in-depth interviews, and analysis of official documents. The results showed that in the dimension of achieving goals, the realization of priority programs such as education and health showed significant achievements, although non-priority programs were still not optimal due to fluctuating budget constraints. In the integration dimension, the consistent application of Standard Operating Procedures (SOPs) in agencies such as Dukcapil and BKPSDM increases the efficiency of public services, although limited infrastructure and employee capacity are still an obstacle. Meanwhile, in the adaptation dimension, some OPDs show efforts to adapt to environmental challenges, but limited employee competence and infrastructure facilities are the main obstacles in supporting optimal organizational adaptation. This research concludes that the effectiveness of Boalemo Regency government administration is classified as moderate, with success in strategic programs, but still requires increasing the capacity of human resources, budget efficiency, and strengthening integration across OPDs.

**Keywords:** Local Government; Effectiveness; Integration; Adaptation

### 1. Introduction

The implementation of local government is an important element in the Indonesian government system, especially in supporting the implementation of regional autonomy as mandated by Law Number 23 of 2014 concerning Regional Government (Fatkhul Muin, 2014) [1]. Regional autonomy gives broad authority to local governments to manage the resources and potential of their regions in order to improve the welfare of the community through diversion. With the granting of more authority to local governments to regulate and manage the interests of their communities, this aims to improve services to communities throughout Indonesia with cultural and geographical diversity.

In its implementation, local governments are responsible not only for ensuring that public services run well, but also for achieving regional development targets that have been set through strategic planning documents such as the Regional Medium-Term Development Plan (RPJMD) and the Regional Government Work Plan (RKPD) (Nuh, 2012) [2]. With this approach, local governments can realize governance that is effective, accountable, and has a real impact on society.

The effectiveness of local government administration is an important indicator in assessing the success of a government in carrying out its duties and functions (Wadjdi, 2020) [3]. However, the effectiveness of regional governance in Indonesia is inseparable from various challenges, both at the national and local levels. Boalemo Regency, as one of the regencies in Gorontalo Province, has unique social and economic characteristics, which are both opportunities and challenges in realizing effective governance. The following is the Local Government Implementation Index (IPPD) which

\* Corresponding author: Dyta Ananda Tuiyo

can describe the condition of local government administration through the achievement of IKK from each region of Boalemo Regency which can be seen in the value of the Local Government Implementation Report (LPPD).

**Table 1** LPPD Score of Regency / City of Gorontalo Province in 2021 - 2023

Year	Score	Status
2021	2,55	Low
2022	2,96	Medium
2023	-	Not yet released

Source: e-database.kemendagri.go.id

Based on the table above, it can be seen that Boalemo Regency has actually improved from low to medium status. The low IPPD is caused by the low achievements of several indicators, especially in government affairs that are not related to Minimum Service Standards, for example in archiving affairs. The obstacles experienced in the implementation of these non-MSM programs are due to budget constraints faced by Boalemo District, so that even though programs related to this IKK are accommodated in the planning documents, they cannot be implemented due to budget constraints.

Based on the conditions that have been described, this study aims to determine and describe how the achievement of goals, integration, and adaptation of regional government administration in Regency.

## 2. Research methods

To find data about local government administration in Boalemo Regency, researchers used a qualitative research approach. Qualitative research approaches are methods for exploring and understanding the meaning that a number of individuals or groups of people ascribe to problems [15]. The method used is descriptive qualitative research method to describe an object under study through data or samples in a phenomenon or event [16]. In this case the researcher tries to reveal the problem of the effectiveness of regional government administration in Boalemo Regency. To obtain data, the techniques used in data collection use observation, interview, and documentation methods. Observation is carried out by observing the process of an activity or event so that conclusions can be obtained about the implementation of local government in Boalemo Regency, interviews are conducted by determining informants using sampling techniques then preparing interview guidelines and asking questions to informants, and documentation is carried out by reviewing documents, references and policies on local government administration in Boalemo Regency.

## 3. Research results and discussion

### 3.1. Effectiveness of Local Government Implementation in Boalemo Regency

The value of Boalemo Regency's local government administration based on the 2022 Local Government Implementation Report (LPPD) shows a medium value of 2.96. So that to see more deeply about the effectiveness of regional government administration in Boalemo Regency, researchers conducted direct observations in the field, interviews with relevant informants, and collected research data. The following are the results of research conducted based on the dimensions of goal achievement, integration, and adaptation.

#### 3.1.1. Achieving Goals in the Implementation of Local Government in Boalemo Regency

The achievement of goals in local government administration is analyzed using Duncan's dimensional approach (in Steers, 2020), which consists of two main indicators, namely timeframe and targets. In the context of Boalemo Regency, these two indicators provide an overview of the extent to which the planned goals can be realized through strategic programs that have been determined in the 2023-2026 Regional Development Plan (RPD). Evaluation of these two indicators is very relevant in assessing the effectiveness of public administration in the region. (Purwanti et al., 2022) [17].

Overall, the analysis of the dimensions of goal achievement shows that the Boalemo Regency Government has attempted to achieve its goals through the realization of priority programs within the specified time period.

In the dimension of the time period, the accuracy of program realization is the main key to measuring the success of the government as the theory of Mardiasmo (2010) that effectiveness is a measure of the success or failure of an

organization in achieving goals that have been set in a certain period of time [18]. The realization of programs that were successfully implemented in 2023 showed that most of the targets were achieved. For example, the health program managed to meet the standards with 100% coverage of health services for children under five and 99.9% of services for pregnant women and maternity. This achievement illustrates the effective use of time despite limited resources. However, there were delays in some other programs, such as the procurement of an operational car for Dukcapil mobile services, which has not been realized due to a lack of budget

The implementation of this program successfully achieved development targets in Boalemo Regency. The following are the achievements of development targets in Boalemo Regency.

**Table 2** Achievement of Boalemo Regency Development Goals

Indicator	2020	2021	2022	2023	
				Target	Achievements
Human Development Index	65.91	66.42	67.27	66.93	66.78
Poverty Rate	18.57	19	18.74	19	19
Economic Growth	-0.21	2.03	2.07	3.85	4.42
Per-Capita Income	32041.87	38987.50	3050	39170	41000
Income Inequality	0.410	1.405	0.404	0.398	0,417

Source: Boalemo Regency LPPD 2020-2023

The table above illustrates that the achievements of the macro targets targeted for 2023 by the Boalemo District Government have mostly been achieved, although the income inequality aspect has not yet reached the target. Success in the education and health sectors is evidence of the effectiveness of public administration oriented towards the achievement of the Human Development Index (HDI), which has an upward trend from 2021-2023. The efforts of the government to achieve strategic goals by conducting quarterly evaluations as a control mechanism for program implementation [19].

However, there is a major challenge in the goal achievement dimension in the form of a mismatch between planning and budgeting [20]. For example, the allocation of personnel expenditure that exceeds the ideal portion (30%) is one of the obstacles in the realization of priority programs. This indicates the need for regional financial management reform so that budget allocations are more proportional and have an impact on achieving development goals [21].

### 3.1.2. Integration in Local Governance

The integration dimension according to Duncan focuses on the alignment of processes and communication in an organization to ensure goals can be achieved optimally as according to Duncan's (Steers, in Wahana, et al 2023) [22]. In the context of local government administration in Boalemo Regency, integration can be analyzed through two important indicators, namely procedures and socialization. These two indicators play a crucial role in ensuring that public services are effective, transparent, and accessible to the community and government officials.

To draw the integration dimension, this study took samples from services carried out by the Boalemo Dukcapil Office and BKPSDM Boalemo where to see clear and structured procedures and socialization which is a means for the government to convey policies to the public can be seen from the implementation of public services. (Mubaroq & Kristiyono, 2023) [23].

Both OPDs have implemented service procedures in accordance with those stipulated in the Standard Operating Procedure (SOP), which is one of the main foundations in supporting public service integration. For example, in BKPSDM, the management of study assignment recommendations is regulated by clear procedures, including verification of the completeness of documents as the main requirement before the recommendation is submitted to the regent. This procedure helps ensure that services are orderly, systematic and in accordance with regulations. With a structured SOP, both Dukcapil and BKPSDM can minimize administrative errors and provide consistent services [24]. In the context of public administration, standardized procedures play an important role in supporting good governance as policy implementation theory according to George C. Edward III which underlines the importance of clear structures and procedures in achieving public policy objectives. [25]. The socialization carried out by the Dukcapil and BKPSDM Offices utilizes various opportunities that can be used to convey information clearly to both the public and ASN. For

example, the KTP-el recording program in remote villages is conducted with a participatory approach, where the community is given direct education about the services available. Thus, socialization serves as a means of integration between the government and the community, allowing service delivery to be more effective (Waluyo & Syarifuddin, 2022) [26].

On the other hand, BKPSDM also prioritizes socialization in the integration of internal services for ASN. Socialization is carried out through social media such as Facebook and WhatsApp Group to convey the latest information related to personnel services, such as leave management, promotion, and study assignments. In addition, BKPSDM utilizes formal forums such as monthly routine apples as a means of direct socialization to employees. This approach allows the delivery of information to be effective and evenly distributed across OPDs as well as being an example that there are many ways that the government can bring innovation in facing financial challenges.

### *3.1.3. Adaptation in the Implementation of Local Government in Boalemo Regency*

Adaptation is an important dimension in organizations, including in the implementation of public administration, because it reflects the organization's ability to adjust to the dynamics of the internal and external environment. According to Duncan, adaptation in the context of government can be measured through two main indicators, namely increasing the ability of human resources (HR) and providing adequate facilities and infrastructure (Steers, in Farida, et al 2022). [27]

Increasing the ability of ASN in Boalemo Regency shows various obstacles that need to be addressed immediately. Based on the data, position analysis and workload are not in line, so that employee placement is often not in accordance with the needs and competencies required. This has resulted in low work effectiveness, especially in strategic OPDs such as the Regional Finance and Revenue Agency (BPKPD) and the Regional Planning and Development Agency (BAPPEDA). This competency constraint is exacerbated by the lack of training that ASNs can participate in, both due to budget constraints and high workloads. In public administration, this condition can hinder the achievement of development goals, especially when strategic sectors are not supported by competent experts, this is in line with the idea of New Public Management (NPM) theory which prioritizes performance improvement through employee competency development by encouraging the government to innovate and adopt better managerial practices, including training and professional development for the workforce in the public sector, so that they can meet the demands of increasingly complex and diverse tasks (Akbar, 2015) [28].

In addition, the lack of ASN training and development is caused by an inadequate budget. A concrete example can be seen in the LPPD preparation training, which was canceled because the training costs had to be borne by employees themselves. Although this training is important to support data-based planning, limited funding is a major obstacle. In fact, several DPOs reported that leadership training for echelon officials was often conducted in collaboration with the provincial government due to inadequate local facilities. In this case, public administration demands budget prioritization to improve HR capacity as a long-term investment in public services (Komedi & Ferianto, 2023) [29].

On the other hand, the facilities and infrastructure indicator also shows serious obstacles in organizational adaptation in Boalemo District. Inadequate working facilities are a major barrier to the effectiveness of public services. Several OPDs reported technical constraints, such as slow internet networks and uncomfortable workspaces, which impacted on their performance. The workspace can affect employee performance in line with the opinion of Rusdiana and Zaqiah (2014) that the arrangement of office space is something that is important for government and private organizations because irregular office space can hinder the effectiveness of work and the achievement of the desired goals, sufficient office facilities and infrastructure are needed with good quality, optimal and sustainable according to needs [30]. At the Population and Civil Registration Office (Dukcapil), for example, the hot service room and not equipped with air conditioning are complaints from people who take care of documents. This reduces the comfort of both employees and the people served, thus affecting the image of local government

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## **4. Conclusion**

Based on the results of the research and discussion, the researchers formulated the following conclusions:

- The achievement of the objectives of Boalemo Regency's local government administration shows good results, with a focus on strategic programs that have a significant impact on the quality of life of the community. However, budget constraints and an unstable fiscal posture were the main challenges affecting the realization of several non-priority programs.

- Integration in the administration of Boalemo Regency's local government has shown success in creating synergy between agencies, improving efficiency, accountability, and accessibility of public services. Consistent implementation of SOPs, regular evaluation, and effective socialization are the main foundations in achieving standardized public services that are responsive to community needs.
- The adaptability of the Boalemo Regency Government in governance is still not optimal because it faces various challenges, especially in employee competence and infrastructure. This has an impact on the efficiency and effectiveness of the work of Regional Apparatus Organizations (OPD) such as BPKPD and BAPPPEDA, which play a strategic role in financial management and development planning.

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## Compliance with ethical standards

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

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