



PERFORMANCE EVALUATION OF THE DISTRICT OFFICE IN DAHA WEST DISTRICT, HULU SUNGAI SELATAN DISTRICT

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Abstract

This research aims to evaluate the performance of the District Office in West Daha District, Hulu Sungai Selatan Regency and identify and analyze the obstacles in the performance of the District Office in West Daha District, Hulu Sungai Selatan Regency. This research uses a qualitative descriptive research method. Data collection techniques using observation, interviews, documentation and as research informants are the sub-district head, sub-district secretary, head of Ekobang, head of government and PM, head of welfare, head of public services, head of public order. The research focus uses 3 indicators, namely, Effectiveness, Accountability and Responsiveness. The results of the research show that the Performance Evaluation of the District Office in Daha Barat District, Hulu Sungai Selatan Regency, in terms of effectiveness, is quite high so that in implementing activities, results have been obtained that are in accordance with planning, this needs to be maintained. Evaluation of the Performance of the District Office in Daha Barat District, Hulu Sungai Selatan Regency, seen from the perspective that accountability is still low so that the implementation of accountability activities is still lacking. The West Daha District Office must pay attention to monitoring and reporting the results of work from each field. Evaluation of the Performance of the District Office in Daha Barat District, Hulu Sungai Selatan Regency, shows that responsiveness is still low so that the sensitivity of each organizational actor in the Daha Barat District Office needs to be increased so that work tasks can be carried out in accordance with the plans that have been determined. There needs to be high awareness from officials at the West Daha District Office so that the implementation of their responsibilities can be well understood. The Hulu Sungai Selatan Regency Government must look at the regional conditions related to the delegation of authority to the sub-district head so that the delegation of authority can be implemented.

Keywords: Evaluation, Performance, District.

INTRODUCTION

The performance of the West Daha District Office, Hulu Sungai Selatan Regency has a close relationship with the Tupoksi which is regulated in the Hulu Sungai Selatan Regent Regulation Number 78 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Hulu Sungai Selatan Regency District. As a district regional apparatus, the District Office has a certain work area which is led by the District Head, who is responsible to the Regent through the Regional Secretary. The sub-district is tasked with coordinating government administration, public services, and empowering village and sub-district communities, as well as carrying out tasks delegated by the Regent to carry out some regional government affairs.

Sub-district performance and village performance are closely related because both are part of government governance at the local level (Supriyanto, 2018; Irawan, 2017; Setyaningrum & Wisnaeni, 2019). Successful performance at the village level is greatly influenced by sub-district performance, and vice versa (Petung et al., 2023; Ar et al., 2022). With the strong link between sub-district performance and village performance, good synergy and collaboration between the two is the key to achieving optimal performance (Ekasari, 2020; Pratama et al., 2022). Good coordination will help in identifying and overcoming common problems as well as creating better opportunities and solutions for achieving performance at both the village and sub-district levels.

Performance refers to the results or achievements of an individual, team, organization, or system in achieving predetermined goals (Gorda et al., 2023; Rauf et al., 2020; Halizah, 2023). The term "performance" is often used in various contexts, including in the world of business, education, government, sports, and others (Indrajit & Djokopranoto, 2006; Sojanah et al., 2020). In general, performance is measured based on the extent to which a person or entity succeeds in achieving predetermined targets or standards (Budiyanto & Mochklas, 2020; Prisila, 2023). Performance evaluation is carried out by comparing actual results with predetermined goals or performance indicators. Several elements that are often used in measuring performance include efficiency, effectiveness, productivity, quality and impact. Performance evaluation is an important tool in decision making, self-development, and process improvement to achieve goals better in the future.

Performance measurement in public sector organizations is very important because it is closely related to public accountability (Sodaryo et al., 2021; Masrohatin et al., 2022). Work results must be reported in the form of a performance accountability report (Elvie, 2021; Fatihudin & Firmansyah, 2019). Its presence is to improve lives by providing the best service which is often difficult to measure in financial terms, but at least it can be measured by the level of customer or community satisfaction (Duha, 2020; Wisnuwardhana et al., 2024). Analysis of the performance of public bureaucracy is very important or in other words has very strategic value. In this case, performance assessment in private organizations is different from public organizations. In private organizations, the main goal of the organization is clearer, namely generating profits as a bottom line that can be measured by financial measures. The existence of business organizations is to sell goods and services in order to create wealth and prosperity for their owners. Different from public organizations, their presence is to improve people's lives by providing the best service.

Good Corporate Governance can be used to measure the performance of a particular organization with the principles of directing and controlling the organization in order to achieve a balance between power and authority in providing accountability to stakeholders. Organizational performance that has been implemented with a certain level of achievement is in

accordance with the mission that has been established as a basis for carrying out the tasks assigned. The sub-district office as part of the regional apparatus organization (OPD) has an important role in improving coordination of government administration, coordinating all government affairs in the sub-district, and providing public services in the sub-district as well as empowering village/district communities. Subdistricts as part of the OPD certainly have measurable targets and targets documented in the Subdistrict Strategic Plan (Renstra).

The role of the sub-district is stated clearly through the Sub-district Performance Agreement as a planning document for sub-district performance targets. The extent to which performance achievements will be accounted for. With existing resources, both human resources and financial resources, the performance of the sub-district will be seen. Evaluation of sub-district performance is generally reported periodically in the sub-district Performance Accountability Report Document (LAKIP). Based on the sub-district strategic plan document, the performance of the sub-district government will be evaluated. Based on the 2018 - 2023 Strategic Plan adjustment document carried out in 2021, there has been a change in the main performance indicators (IKU) for the West Daha sub-district. One of the new indicators included is the Ratio of Developed Villages to the Number of Villages in the District. Key Performance Indicators (KI) are a measure of the success of a government agency's strategic goals and objectives. In an effort to increase accountability, the South Hulu Sungai Regency Government also conducted a review of Key Performance Indicators, both at the Regional Government level and at the Regional Work Unit level, in carrying out the review by paying attention to performance achievements, problems and strategic issues that greatly influence the success of an organization.

Performance achievements in West Daha District can be said to be not optimal. Of the 3 (three) indicators, namely: Ratio of Developed Villages to the Number of Villages in the District, Percentage of Bumdes Operating Well, and Community Satisfaction Index, only 1 (one) reached the target. The failure to achieve all Subdistrict Performance Indicators based on the Subdistrict Performance Accountability Report is very important for a thorough evaluation of all aspects that play a role. The sub-district's performance achievements are important because they provide value contribution input to the achievements of the South Hulu Sungai Regency Strategic Plan for 2018 - 2023.

On the other hand, the performance achievements of Daha Barat Subdistrict which appear to be not optimal based on the Subdistrict Performance Accountability Report will be more interesting and important if it is carried out from a different method through scientific methods for further research. This performance evaluation becomes more meaningful when 2023 is the end of the South Hulu Sungai Regency Strategic Plan. Based on the above, the research objective refers to the problem formulation above, the aim of this research is to evaluate the performance of the District Office in Daha Barat District, Hulu Sungai Selatan Regency. Apart from that, it is also to find out and analyze obstacles in the performance of the District Office in West Daha District, Hulu Sungai Selatan Regency.

RESEARCH METHODS

The research approach used in this study is a qualitative approach. This approach allows researchers to understand social phenomena in depth, naturally, and holistically without limiting individuals or organizations to separate variables or hypotheses. The data in this research was obtained through open interviews and in-depth observations to understand the views, attitudes, feelings and behavior of individuals or groups related to the cases studied.

Data analysis in a qualitative approach does not involve statistical analysis or quantification procedures, but rather focuses on a deep understanding of the observed phenomena.

The type of research carried out was descriptive qualitative, which aimed to describe and understand the performance of the Daha West District Office in village development in depth. This research is non-experimental because variations in the observed variables are not influenced by special treatment from the researcher. The research location is the West Daha District Government Office, Hulu Sungai Selatan Regency. The selection of this location was based on the consideration that Daha Barat District is the youngest sub-district with the lowest number of villages among other sub-districts, has a strategic location bordering Tapin Regency, and the researcher himself is a Civil Servant (PNS) who works in that office.

Research informants were selected through purposive sampling, namely selecting people who are actors and have knowledge about the performance of sub-district offices in village development. The informants consisted of six people who were directly related to the sub-district office, such as the Subdistrict Secretary, Head of Ekobang Section, Head of Government and PM, Head of Social Welfare, Head of Public Services, and Head of Public Order.

The data in this research consists of primary data and secondary data. Primary data was obtained through direct observation and interviews with informants, while secondary data was obtained from literature studies, documents and related laws and regulations. The data collection techniques used were interviews, observation and documentation. Interviews are used to obtain in-depth information from informants, observations are carried out to directly see conditions in the field, and documentation is used to obtain relevant secondary data.

Data analysis was carried out using qualitative methods, with the Miles and Huberman model analysis technique. The analysis process includes data reduction, data presentation, and drawing conclusions/verification. Data reduction is carried out to simplify, abstract and organize data to focus on analysis, while data presentation is carried out in the form of narrative text to facilitate understanding and conclusions are drawn based on valid and consistent evidence from the data.

RESULTS AND DISCUSSION

General description of West Daha District

West Daha District, located in Hulu Sungai Selatan Regency, has an area of 149.62 km² or around 8.29% of the area of Hulu Sungai Selatan Regency. Geographically, this sub-district borders Daha Selatan District to the North and East, and Tapin Regency to the South and West. Consists of 7 villages, namely Old Bajayau, Tanjung Selor, Badaun, Baru, Central Bajayau, Bajayau, and Siang Gantung, with the area of Old Bajayau Village being the largest, reaching 26.82 km² (see Figure 1). The soil conditions are generally alluvial lowlands and swamps. Most of the area of South Hulu Sungai Regency, including West Daha, consists of fields (shrubs, sedges, grass), forests, rice fields, rubber plantations, dry land/field farming, villages, mixed gardens, and swamps.

In general, the land in West Daha District is alluvial lowland and swamp. The Hulu Sungai Selatan region, where this sub-district is located, mostly consists of young Alluvium and the Berai Formation. Alluvium is fine clay that can collect rainwater, suitable for the development of oil palm and rice plants. The Amandit River, as the source of life for the Hulu Sungai Selatan community, is one of the Barito sub-watersheds. Rivers in this region generally have a dendritic flow pattern, with many irregular tributaries. The rivers in Hulu Sungai Selatan Regency are included in the critical category with the catchment area already in a critical hydrological phase. The population of West Daha District in 2019 was 8,247 people, with

the highest population density in Tanjung Selor Village and the lowest in Badaun Village. Economically, the realized income of Hulu Sungai Selatan Regency in 2020 was IDR 1,237,701,783.52, with realized Land and Building Tax revenue recorded at IDR 33,422,350.

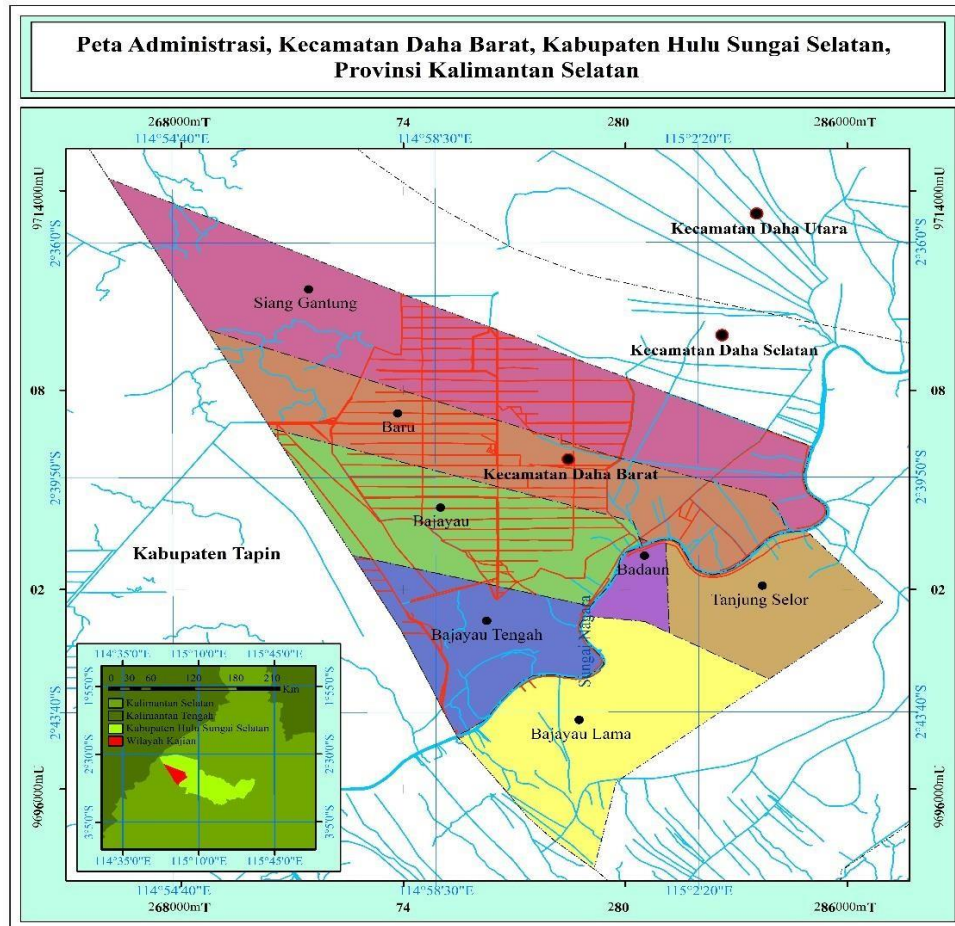


Figure 1. Administrative Map of West Daha District

The vision of the West Daha District Office is *"Towards an Intelligent, Innovative, Technological and Religious Hulu Sungai Selatan Regency to realize Prosperity in the World and the Hereafter"*. Daha Barat District's mission is *"to provide good and clean governance and quality public services based on information technology within the framework of a religious life"*. The aim of developing this sub-district is to improve good and clean governance and quality public services based on information technology.

The organizational structure of West Daha District consists of the sub-district head, sub-district secretary, general and personnel sub-division, finance sub-division, government and community empowerment section, public order section, economic and development section, public service section and social welfare section. Each section has specific tasks and functions according to their respective fields. For example, the Government and Community Empowerment Section is responsible for policy formulation, implementation, evaluation and reporting on government affairs and community empowerment, while the Economy and Development Section is responsible for economic and development affairs.

Thus, the general description of West Daha District includes geographical conditions, soil, geology, topography, hydrology, social, economic, vision, mission, goals and objectives of the sub-district, as well as the sub-district organizational structure. These data provide a better understanding of the subdistrict and form the basis for better regional development in the future.

Evaluation and Obstacles to the Performance of District Offices in West Daha District, Hulu Sungai Selatan Regency

Performance assessment is an important aspect in measuring the success of an organization in achieving its goals. In the context of West Daha District, Hulu Sungai Selatan Regency, evaluating the performance of sub-district offices is very strategic because it plays an important role in administering government at the sub-district level. Information about the performance of this sub-district office has significant value for study.

Performance assessment of an organization, such as the West Daha District Office, requires the use of indicators that can describe the level of achievement of the goals that have been set. This indicator is important in the context of planning, implementing and evaluating activities. Every year, the West Daha District Office prepares and reports a Performance Report (LKj) as a form of accountability for operational activities carried out during the current fiscal year.

However, performance assessment should not only be based on reports of operational activities and operational funds used. A good performance evaluation must be comprehensive and cover various aspects, such as efficient use of resources, effectiveness in achieving goals, accountability in financial management, and responsiveness to community needs.

One of the obstacles faced in improving the performance of sub-district offices in West Daha District is the limited public facilities in the village, such as the minimal number of conventional banks, post offices, and the community's economic growth which still needs to be improved. This limitation can affect the effectiveness of public services provided by the sub-district office to the community.

Therefore, more targeted and systematic efforts are needed to improve the performance of sub-district offices, such as improving facilities and infrastructure, improving the quality of human resources, strengthening a transparent financial management system, and increasing community participation in decision making related to development in their area. Through comprehensive performance evaluations and continuous improvement efforts, it is hoped that the West Daha District Office can be more effective in providing public services and encouraging sustainable development in the West Daha District area, South Hulu Sungai Regency.

There are at least three things that must be considered in performance appraisal, which include effectiveness, accountability and responsiveness.

1) Effectiveness

The effectiveness of an organization can be measured by the extent to which the policies implemented are in accordance with the implementation of tasks and work, as well as the extent to which the implementation of these tasks and work achieves the expected results. (Asir et al., 2022; Anis et al., 2021). To understand this effectiveness, it is important to analyze the suitability between policies, implementation of tasks, and results achieved by each section at the West Daha District Office. This can be seen through an interview with the Head of General Services which was conducted on October 10. In the interview, the Head of Public Services stated that the policies implemented by the leadership so far were in accordance with the duties

and work carried out by them. However, there are policies that are not part of their field of duties but must still be implemented because they are a priority. This can affect the implementation of their own duties and work, especially if their work is also urgent to be completed immediately. However, as a form of loyalty, they continue to implement this policy.

However, the Head of Public Services also acknowledged that obstacles such as limited public facilities in the village, such as the minimal number of conventional banks, post offices, and community economic growth which still needs to be improved, could interfere with the implementation of their duties and work which requires concentration on direct services to the community. The West Daha District Office, even though it is on a small scale, still has the responsibility to serve the community well. From the point of view of the Secretary of the West Daha Subdistrict, the policies taken by the leadership are actually not directly related to the main tasks and functions, but rather are policies that are helpful to the duties and work of one of the head of the sub-district heads. This does not deviate from the provisions that have been established and should be able to help facilitate the implementation of the duties of the West Daha District Office as a single organizational unit.

In this context, it is important to ensure that the policies adopted do not deviate from the main tasks of each section, because their duties and work are regulated by applicable regulations. The right policy should be able to make tasks and work smoother, increase employee motivation, and increase their abilities. From interviews with the Head of Social Welfare, it appears that in carrying out tasks that require special study, the leadership coordinates with related parties. This is an example of a policy that does not conflict with the duties and work of each implementing element at the West Daha District Office. This policy streamlines tasks and work, as well as providing learning and experience to employees.

Through coordination with relevant agencies that have authority in their fields, such as coordination with the Education Service regarding diploma research, and coordination with the Police regarding Police Record Certificates (SKCK), the West Daha District Office can avoid problems in the future. From interviews with the staff of the Head of the Economic and Development Section, it appears that in carrying out their duties, they always consider the previous year's documentation to ensure that one village does not receive development activities multiple times, while other villages have never received any. This shows that the West Daha District Office has paid attention to equity in implementing development programs in its area, as well as paying attention to the benefits obtained by the community from these development activities.

In carrying out tasks, in-depth understanding is required so that the results achieved can be optimal and in accordance with applicable regulations. Coordination with leadership is also important to minimize errors and ensure that the results achieved are in accordance with the predetermined provisions and the specified time period. Work that is not completed on time can hinder other work and affect the results achieved. Therefore, it is important to record activities, both routine and sudden tasks, and make good plans so that work can be carried out on time and with optimal results.

From interviews with the Head of Program and Finance Subdivision, it appears that in making financial reports, they always read and understand the instructions for making financial reports and consult with the leadership and coordinate with the Hulu Sungai Selatan Regency level. This is done to ensure that the report is prepared in accordance with established procedures and does not need to be repeated or corrected again. Overall, the performance evaluation of the West Daha District Office can be linked to indicators of effectiveness as seen from the suitability of policies with the implementation of tasks and work, as well as the

suitability of the implementation of tasks and work with the results achieved. With good awareness and coordination from employees, as well as appropriate policies from the leadership, it is hoped that the vision and mission of the West Daha District Office can be achieved effectively.

In research on evaluating the performance of the West Daha District Office, Hulu Sungai Selatan Regency, it is important to understand the effectiveness of the office from the perspective of policy, implementation of tasks, and results achieved. This evaluation can be carried out through interviews with various parties at the District Office, such as the Head of General Services, the Secretary of the District Head, and other staff. The policies implemented by the District Office leadership must be in accordance with the duties and functions of each section. However, sometimes there are policies that are not part of their field of work but must be implemented because they are a priority. This can affect the implementation of their duties and work, especially if their work is also urgent to be completed immediately.

Another obstacle faced is the limited public facilities in the village, such as the minimal number of conventional banks, post offices, and the community's economic growth which still needs to be improved. This can interfere with the implementation of duties and work, especially for sections that are directly related to services to the community. From the interview with the sub-district secretary, it appears that the policies taken by the leadership are not directly related to the main tasks and functions, but rather are policies that are helpful to the duties and work of one of the sub-district heads. This does not deviate from the provisions that have been established and should be able to help facilitate the implementation of the duties of the District Office as a single organizational unit.

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2) Accountability

In the context of evaluating the performance of the West Daha District Office, Hulu Sungai Selatan Regency, the accountability aspect is very important. This accountability can be seen from how consistent the duties and functions of each section are with the activities carried out by the office, as well as how accountable they are to the leadership, community and institutions (Sukowati, 2010; Rambe & Tarigan, 2015). However, in practice, not all aspects of this accountability can be implemented properly by the West Daha District Office. Several obstacles, such as regional conditions that are not always supportive, affect the implementation of activities.

The delegation of some government authority from the Regent of Hulu Sungai Selatan to the District Head, who is then delegated to each sector, is very important in carrying out the

duties and functions of the West Daha District Office. However, this delegation must be adapted to field conditions so that it can be carried out technically and achieve the stated objectives. One of the obstacles faced is that not all activities carried out by the West Daha District Office can carry out the delegation of authority given by the Regent of Hulu Sungai Selatan. This is because the implementation of activities must pay attention to real conditions in the field.

In implementing the delegation of authority from the Regent, there were other obstacles expressed by the Secretary of West Daha, Mr. Kasrudin. He stated that several activities carried out by each section were not fully in accordance with the delegation of authority given by the Regent. This obstacle shows that the realization of delegation of authority still has challenges, especially in dealing with field conditions that are not always supportive.

Apart from that, in carrying out its duties and functions, the West Daha District Office also creates programs to fulfill activity targets, one of which is through implementing the Ratio of Advanced Villages to Villages in the District. This program is part of the Strategic Planning of the West Daha District Office, Hulu Sungai Selatan Regency, which is a document prepared through a systematic and continuous process and is an elaboration of the Vision and Mission of the West Daha District Office, Hulu Sungai Selatan Regency which is integrated with the Regency's Regional Medium Term Development Plan Upper South River.

However, even though there are programs that have been designed, the performance achievements of the West Daha District Office still have obstacles. As stated by the Acting Head of West Daha District Government, Mr. Kharudin Bastian, that although efforts have been made to improve good and clean governance and information technology-based public services, there are still obstacles in achieving targets. For example, the lowest achievement occurred in the sub-activity of Facilitating the Preparation of Village Regulations and Village Head Regulations, which only reached 87.13%.

To overcome these obstacles, there needs to be good supervision and control from the leadership of the West Daha District Office. This is important to ensure that the tasks and work carried out by subordinates remain in accordance with their duties and obligations, so that the programs of the West Daha District Office can be carried out in accordance with the stated objectives. One of the efforts made is to order staff to report the work that has been done every month, so that the work of staff can be controlled and not deviate from their respective duties and functions.

In the context of accountability, the Secretary of West Daha stated that accountability for the organizational activities of the Daha West Subdistrict Office is conveyed incidentally, namely at any time when there is something very urgent and important, and also every year through the Subdistrict Head's Annual Report and Subdistrict Performance Report to policy providers. However, this accountability is not reported to other institutions such as the DPRD or to the public. This shows that the responsibility for activities at the West Daha District Office cannot be known directly by the community or the DPRD as representatives of the community.

From the results of interviews and the 2022 Subdistrict Performance Accountability Report, it can be seen that there are 3 main performance indicators for the West Daha Subdistrict Office, namely the ratio of developed villages to the number of villages in the subdistrict, the percentage of Bumdes that operate well, and the Community Satisfaction Index. Of the three indicators, only the indicator for the Ratio of Developed Villages to the Number of Villages in the District will reach the target in 2022. Meanwhile, for 2023, there will be a change in the target for the indicator for the Ratio of Developed Villages to the Number of Villages in the District, which will be 2 villages.

Overall, the performance evaluation of the West Daha District Office still has several obstacles in the accountability aspect, especially in consistency between the duties and functions of each section and the activities carried out, as well as in accountability to the leadership, community and DPRD. However, efforts to overcome these obstacles have been made through programs designed to fulfill activity targets. Continuous supervision and control from leadership is required as well as policy changes that are appropriate to field conditions to increase the accountability of the Daha West District Office in carrying out its duties and functions.

3) Responsiveness

Responsiveness in the context of this research refers to the level of sensitivity and response (Kusnendar, 2018; Dekawati et al., 2024) demonstrated by the West Daha District Office regarding the tasks and work that must be completed, the priority given to urgent tasks, and suitability to community needs. This is reflected in the results of interviews with a number of officials in the office, such as the Acting Head of Government and Community Empowerment Section, the Head of Social Welfare Section, and the Secretary of West Daha.

In an interview with the Acting Head of Government and Community Empowerment, it was revealed that understanding of duties and functions was still lacking, so that they often needed direction from leadership. A similar thing was conveyed by Mr. Khairudin Bastian, Head of Social Welfare, who stated that not all of the tasks in the job description were understood, so they often required direction or explanation from the leadership. Likewise, the statement from the Secretary of West Daha, Mr. Kasrudin, revealed that there was still a lack of understanding of the tasks given, which often caused delays in solving problems or work. To overcome this, they carry out a briefing every Monday for 15 minutes to find out about work tasks that have not been completed and as an appropriate control mechanism.

From the results of the interview, it can be seen that understanding of the duties and work at the West Daha District Office is still lacking. This is very important because the office's duties and functions are as a policy implementing element for the South Hulu Sungai Regent in carrying out government, administrative, organizational and service tasks to the community in the West Daha District area. Apart from that, responsiveness is also seen from the priority given to urgent tasks and work. Mr. Ruzalinadi, Acting Head of Development Economics Section, stated that the workload assigned to them was in accordance with their main tasks and functions and could be carried out on time. However, if there is incidental work such as the Healthy Village Competition, which is not their main task but must help implement it, it will cause the main work from other fields to be hampered.

According to Mr. Suriansyah, Head of Public Order, it is important for each section to truly understand their respective duties and responsibilities so that what is done is in line with the leadership's expectations. This shows the importance of clear understanding and priorities in carrying out tasks and work. The suitability of the implementation of activities to community needs is also an indicator of responsiveness. The West Daha District Office holds a Development Plan Deliberation every year to explore aspirations from the village level, but not all proposals from the community can be realized due to budget constraints. Efforts have been made to convey to the community to submit proposals based on a priority scale and based on needs.

To optimize performance and responsiveness, the West Daha District Office has taken various steps, including implementing briefings every Monday to ensure understanding of tasks and work, as well as optimizing government implementation activities through

empowering human resources and work priority scales. This is important to ensure that office duties and functions can run well in accordance with the goals and needs of the community.

CONCLUSION

The results of the performance evaluation of the West Daha District Office, Hulu Sungai Selatan Regency, show that there is still a gap between community expectations and actual achievements. Even though effectiveness in carrying out duties and policies is good, accountability and responsiveness are still low. Accountability to the community needs to be increased, and understanding and sensitivity to the duties and functions of the office must be more optimal. However, the effectiveness of activities is quite high and needs to be maintained. Awareness and understanding of officers regarding their duties and responsibilities needs to be increased through appropriate training and education. The Regency Government needs to add human resources to the West Daha District Office to overcome excessive workload and multiple positions, as well as reduce staff shortages.

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