Perfomance Analysisof the Supervisory Function Regional Inspectorate of Lampung Utara District

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Abstract

The demands for improved public bureaucratic performance have increasingly focused on the effectiveness of the Inspectorate's supervisory function in local government. This study aims to assess the supervisory function of the Regional Inspectorate of Lampung Utara District. Using qualitative methods, the research gathers data through interviews, observations, and document analysis. Findings show that while the Inspectorate performs well in terms of planning and implementation, challenges remain in human resources and timely reporting, affecting the overall supervision outcomes.

Keywords: Performance, Supervisory function, Inspectorate, Public administration, Local government

1. Introduction

Effective supervision is essential to ensuring transparency, accountability, and good governance in regional government (Hadi et al., 2018; Haliwela et al., 2021; Wijayanti & Habiburahman, 2024). In Indonesia, regional inspectorates like that in Lampung Utara play a crucial role in overseeing government operations to prevent misuse of authority and irregularities (Nofianti & Suseno, 2014). As stipulated by Law No. 23/2014 on Regional Government, inspectorates are responsible for ensuring efficiency and effectiveness in government service delivery. However, public perception of the Inspectorate's role has been mixed due to ongoing cases of corruption and financial mismanagement (Manyaka & Nkuna, 2014; Tahawa et al., 2020). This study focuses on evaluating the performance of the Regional Inspectorate of Lampung Utara in terms of supervision, with the aim of identifying areas for improvement.

The studies by (Salam, 2021; Tabita et al., 2022) focus on evaluating supervisory effectiveness within regional and local government offices in Indonesia. Each study addresses different aspects of administrative performance improvement, utilizing unique frameworks, methodologies, and analyses to derive insights.

(Tabita et al., 2022) explore the effectiveness of the Regional Inspectorate's supervisory function on the performance of the Regional Service Agency in West Kutai District. Their research questions aim to assess the inspectorate's ability to provide systematic and timely oversight. This study employs a conceptual framework emphasizing the critical roles of planning, execution, and reporting within the inspectorate's functions. Using a qualitative approach, the researchers collected data through field observations, documentation analysis, and interviews with regional officials. Analysis indicated that while the inspectorate fulfills essential tasks such as inspection and reporting, various logistical and coordination challenges limit its full effectiveness, highlighting the need for improved data accuracy and timeliness in reporting.

Similarly, (Selanno & Wance, 2021) investigate supervisory effectiveness within the regional government framework, specifically examining factors that impact the performance of the West Kutai Regency Inspectorate . Their theoretical framework is rooted in principles of efficient governance, underscoring factors like resource availability, adherence to regulatory standards, and objective data use. Employing a mixed-methods approach, the researchers conducted both qualitative assessments through interviews and quantitative evaluations via surveys. Findings

revealed that while the inspectorate performed well on procedural adherence, issues such as insufficient human resources and coordination challenges hindered optimal oversight, suggesting potential benefits from enhancing the inspectorate's technical and logistical support systems.

In the study by (Matasik & Adi, 2023), the focus shifts to evaluating the oversight effectiveness of the Kendari City Regional Inspectorate. Gaffar et al. employ a mixed-methods approach, combining quantitative surveys with qualitative interviews and observations, to assess the inspectorate's adherence to operational standards and its impact on administrative quality. The analysis highlighted that, despite operational challenges, the inspectorate contributed significantly to enhancing governmental accountability and transparency, as evidenced by Kendari City's consistent positive audit outcomes. The findings emphasized the effectiveness of the inspectorate's functions, provided that oversight processes continue to adapt to address emerging administrative challenges effectively.

2. Researh Method

This research adopts a qualitative methodology, emphasizing naturalistic inquiry to thoroughly examine the supervisory functions of the Inspectorate (Barusman & Habiburrahman, 2022; Hapid et al., 2018; Zheng & Fu, 2020). The focus is on gaining an in-depth understanding of how these functions are implemented and their impact within the context of governance in Lampung Utara. By utilizing qualitative techniques, the study aims to explore the nuances of the Inspectorate's performance and challenges encountered in practice (Latupeirissa & Suryawan, 2021; Ratnaningsih, 2020; Siagian & Rahmani, 2022).

Data collection involved multiple methods, including interviews, observations, and document analysis, to ensure a comprehensive understanding of the subject. Key informants in the study comprised internal supervisors and government officials actively engaged in the supervisory processes. Specifically, interviews were conducted with 9 individuals, including the Inspector, regional sub-inspectors, and planning officers, who provided valuable insights into their roles and experiences.

The data was analyzed using an inductive approach, enabling the identification of patterns and themes related to performance and challenges in the supervisory functions (Nurdin et al., 2022; Zuhdi et al., 2018). This approach facilitated the uncovering of underlying issues and opportunities for improvement, offering a detailed perspective on the dynamics within the Inspectorate's operations in Lampung Utara.

3. Result

1. Performance in Terms of Quantity
The research indicates that the quantity of planned supervisory activities by the Regional Inspectorate of Lampung Utara was largely optimal, aligning with findings from (Salam, 2021; Tabita et al., 2022), which highlighted the importance of systematic and timely oversight. Key indicators, such as the number of programs executed and their successful completion, met or exceeded targets, demonstrating adherence to planned activities. However, certain critical tasks, such as the technical formulation of supervisory policies and the resolution of regional financial losses, were not implemented. These gaps underscore logistical and coordination challenges, as observed by (Tabita et al., 2022) in similar studies on supervisory performance.

2. Human Resources Quality
The quality of human resources within the Inspectorate was found to be satisfactory, consistent with the emphasis on resource availability by (Selanno & Wance, 2021). With 95% of employees holding at least a bachelor's degree, the workforce met the expected education standards for supervisory roles. However, challenges were identified in skill levels related to technical auditing and reporting, similar to the findings of (Matasik & Adi, 2023), who noted gaps in practical applications despite adequate training. While the majority of employees had completed relevant training programs, the preparation of impactful reports remained an area requiring improvement to enhance overall oversight effectiveness.

3. Timeliness of Reporting

Delays in reporting emerged as a significant challenge for the Inspectorate, with numerous reports submitted late or incomplete. This issue mirrors observations by (Tabita et al., 2022), who emphasized the importance of timely reporting in supervisory effectiveness. The delays adversely affected the follow-up process, with only 29.5% of supervisory recommendations being addressed, well below the expected standard. These findings suggest a need for improvements in the accuracy and timeliness of reporting processes, as highlighted in previous studies on enhancing administrative quality and governance practices.

4. Impact of Supervision

While the supervision activities effectively detected irregularities, their overall impact on governance improvements was limited. Similar to the findings of (Manyaka & Nkuna, 2014; Tahawa et al., 2020), the recommendations provided in inspection reports often addressed surface-level administrative issues without offering strategic solutions to enhance governance practices. The results align with (Matasik & Adi, 2023), who emphasized the need for adaptive oversight processes to tackle emerging challenges. To maximize its impact, the Inspectorate must provide more in-depth and actionable insights in future inspections, ensuring that its role contributes significantly to improving governance transparency and accountability.

4. Discussion

The research reveals mixed performance by the Regional Inspectorate of Lampung Utara across several dimensions. In terms of quantity, planned supervisory activities were largely achieved, with programs meeting or exceeding targets, although critical tasks like supervisory policy formulation and addressing financial losses were neglected due to logistical challenges. The quality of human resources was satisfactory, with most employees meeting educational standards, but skill gaps in technical auditing and impactful reporting persisted. Reporting timeliness emerged as a significant issue, with delays affecting follow-up actions and only 29.5% of recommendations being implemented, highlighting the need for process improvements. Although supervision effectively identified irregularities, its overall impact on governance improvements was limited, as recommendations often lacked depth and strategic focus .To enhance effectiveness, the Inspectorate must address these gaps by improving coordination, technical capacity, reporting processes, and the strategic value of its oversight.

5. Conclusion

The performance of the Regional Inspectorate of Lampung Utara in overseeing government operations has been moderately successful, particularly in planning and executing activities. However, improvements are needed in the quality of human resources, the timeliness of reporting, and the effectiveness of recommendations. Strengthening these areas will help the Inspectorate to contribute more significantly to the prevention of irregularities and the enhancement of public service delivery.
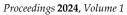
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