

OUTCOME IMPLEMENTATION AS A BOOSTER FOR PUBLIC ORGANIZATION PERFORMANCE ACHIEVEMENTS (STUDY AT BAPPELITBANGDA, EAST NUSA TENGGARA)

Siska Intan Permatasari*, Mujibur Rahman Khairul Muluk, Akhmad Amirudin

Master's Program in Public Administration, Faculty of Administrative Science, Universitas Brawijaya, Indonesia

*email: siskaintanp@student.ub.ac.id

ABSTRACT

This paper discusses the importance of building outcome implementation as a driving force for achieving public organization with a case study at Bappelitbangda, East Nusa Tenggara. This paper explains that development planning consists of several stages: planning, implementation, control, and evaluation. Outcome implementation is the main focus in achieving the results required in regional development planning. This study uses the method of literature study. LAKIP is the output of the performance of public organizations, which is also a monitoring and evaluation tool that provides an overview of the extent to which government agencies achieve the goals set in the planning. The LAKIP results show good performance at Bappelitbangda in East Nusa Tenggara. In the context of outcomes, the expected results of the performance of public organizations are regional development which is then seen from the achievement of regional macro indicators in the Regional Development Work Plan (RKPD) East Nusa Tenggara in 2022. Development performance achievements reflect social, economic, or change in the desired environment. Next, the author discusses implementing outcomes to achieve desired results in public organizations. Focus on Outcomes enables a better evaluation of the effectiveness of programs and activities implemented. Public organizations can improve efficiency, effectiveness, and accountability by building the implementation of Outcomes. Studies and practice in other countries have provided evidence that implementation outcomes can enhance the performance of public organizations. In conclusion, it is essential to implement Outcomes as a driving force for achieving public organizations. Focus on Outcomes allows public organizations to achieve significant benefits or impact and improve efficiency, effectiveness, and accountability.

KEYWORDS:

outcome implementation, performance achievement, public organization, regional development

INTRODUCTION

In Law Number 25 of 2004 concerning the National Development Planning System, there are four stages in development: development planning, development implementation, development control, and development evaluation. According to Toufiqurokhman (2008), Planning is also a way of thinking about social and economic issues, especially those oriented toward the future, developing the relationship between goals and collective decisions, and pursuing policies and programs. Meanwhile, according to Alder (1999) in Rustiadi (2008: 339), Planning determines what you want to achieve in the future and establishes the stages needed. The planning process can run according to the planning objectives as stated by Albert Silalahi (1987: 167) that the planning objectives are as follows:

- 1) Planning is a way to anticipate and offset change;
- 2) Planning provides direction to administrators and non-administrators;

- 3) Planning can also avoid or at least minimize overlapping and wasteful implementation of activities;
- 4) Planning establishes the goals and standards that will facilitate supervision.

After completing the planning process, the next step involves implementing the development/implementation phase of the planned program. This entails executing the programs according to allocated resources and a predefined schedule. Subsequently, the development control and evaluation stage follows. These stages fulfill crucial and interconnected roles, making them inseparable in a development plan. Performance Accountability Report of Government Institutions (LAKIP) serves as one of the accountability mechanisms for public organizations. Government agencies must be responsible for implementing development programs and then be accountable for their performance achievements to the community and related parties. LAKIP is also a monitoring and evaluation tool for the government in implementing various development plans. With accountability demands on public institutions, local governments must convey accountability for the success or failure experienced by institutions that are published through transparent and accountable financial reports. LAKIP will provide an overview of the extent to which government agencies have achieved the goals set in the Planning.

This document presents performance information, including the level of target achievement, which is measured through the achievement of Key Performance Indicators (KPI) and target indicators. In addition to quantifying target achievement, it is crucial to disclose performance accountability in LAKIP, which provides the background for the quantified performance achievements. LAKIP is the output generated from the performance of public organizations, and therefore, the focus of development implementation must extend beyond LAKIP orientation. While LAKIP contains programs or activities to be carried out, the focus must be on outcomes in regional development planning. This approach must be balanced with accountability and transparency. Improving performance and effectiveness is a crucial goal for government and public organizations to provide optimal public services to the community while being accountable for using public resources. Focusing on outcomes also allows for better program and activity effectiveness evaluation, enabling policy planning and implementation improvements (Fukuda-Parr et al., 2019).

Against this background, this paper aims to explain the importance of building the implementation of outcomes as a driving force for public organizations' achievement, with a case study at Bappelitbangda, East Nusa Tenggara. This document presents performance information, including the level of target achievement, which is measured through the achievement of Key Performance Indicators (KPI) and target indicators. In addition to quantifying target achievement, it is crucial to disclose performance accountability in LAKIP, which provides the background for the quantified performance achievements. LAKIP is the output generated from the performance of public organizations, and therefore, the focus of development implementation must extend beyond LAKIP orientation. While LAKIP contains programs or activities to be carried out, the focus must be on outcomes in regional development planning. This approach must be balanced with accountability and transparency. Improving performance and effectiveness is a crucial goal for government and public organizations to provide optimal public services to the community while being accountable for the use of public resources.

Focusing on outcomes also allows for better evaluation of program and activity effectiveness, enabling policy planning and implementation improvements (Fukuda-Parr et al., 2019).

Against this background, this paper aims to explain the importance of building the implementation of outcomes as a driving force for public organizations' achievement, with a case study at Bappelitbangda, East Nusa Tenggara.

Given this context, it is evident that the central issue is the utilization of outcomes as a catalyst for attaining success in public organizations (as studied in Bappelitbangda East Nusa Tenggara). To explore this problem further, we will conduct a Literature Study.

BAPPELITBANGDA EAST NUSA TENGGARA'S PERFORMANCE ACCOUNTABILITY

Organizational Performance Achievements

To assess performance, we use performance indicators for both objectives and activities. These indicators are also used at the target level to demonstrate the direct link between targets and their performance. This allows for precise identification of the success of targets based on the established annual performance plan.

$$\text{Achievement of Performance Indicators} = (\text{Realization/Plan}) \times 100\%$$

Source: LAKIP Bappelitbangda East Nusa Tenggara, 2022

These are then grouped in the following ordinal measurement scale:

	Score	Achievements Category
1.	$X \geq 85\%$	very successful
2.	$75\% \leq X < 85\%$	succeed
3.	$55\% \leq X < 75\%$	quite successful
4.	$X < 55\%$	has not succeeded

Source: LAKIP Bappelitbangda East Nusa Tenggara, 2022

Based on the performance indicators of the Regional Apparatus outlined in the Regional Medium-Term Development Plan Amendment (RPJMD-P) of East Nusa Tenggara Province for the period 2018-2023, translated into the Strategic Plan for Change (Renstra-P) of the Regional Development Planning Agency of East Nusa Tenggara Province for the period 2018-2023, performance indicators directly demonstrate the achievements expected by the Regional Development Planning Agency of East Nusa Tenggara Province in 2022 through one strategic objective, namely "Realizing a professional bureaucracy with adaptive, integrity, high performance, free and clean of corruption characteristics," which is then measured by eight target indicators: (1) Achievement of the Proportion of Consistency in Translating Programs from the RPJMD into the Provincial RKPD; (2) Achievement of the Proportion of Percentage Coverage of the utilization of Control and Evaluation results; (3) Achievement of the Proportion of Compliance with Planning Documents (RPJMD, RKPD, PPAS, Renstra, Renja, RKA, DPA) of the Regional Apparatus in the scope of Governance and Human Development; (4) Achievement of the Proportion of Compliance with Planning Documents (RPJMD, RKPD, PPAS, Renstra, Renja, RKA, DPA) of the Regional Apparatus in the scope of Natural Resources; (5) Achievement of the Proportion of Compliance with Planning Documents (RPJMD, RKPD, PPAS, Renstra, Renja, RKA, DPA) of the Regional Apparatus in the scope of Infrastructure and Regional Affairs; (6) Coverage of the Percentage of Policies of the Provincial Government, Regency/City, or other users utilizing the recommendations of the results of research and innovation produced each year (Target 2019 = 40 recommendations, 2023 = 75 recommendations); (7) Percentage Coverage of the Provision of Regional

Innovations produced by the Regional Innovation Incubator to the Provincial Government, Regency/City, or other users every year (Target 2023 = 145 Innovations); (8) Percentage Coverage of Regional Innovation Products facilitated to obtain Intellectual Property Rights (IPR) protection every year.

Table 1. Performance Indicator Achievement (PIA): Targets, Realization, and Performance Achievement in 2022.

Target	Target Indicator(%)	Unit (%)	Target in %	Realization (%)	performance achievement (%)
Realizing a professional bureaucracy with adaptive, integrity, high performance, free from corruption, and clean characteristics.	1. Achievement of the Proportion of Consistency in Translating Programs from the RPJMD into the Provincial RKPD;	Percent	100	100	100
	2. Achievement of the Proportion of Percentage Coverage of the utilization of Control and Evaluation results;	Percent	100	100	100
	3. Achievement of the Proportion of Compliance with Planning Documents (RPJMD, RKPD, PPAS, Renstra, Renja, RKA, DPA) of the Regional Apparatus in the scope of Governance and Human Development;	Percent	100	100	100
	4. Achievement of the Proportion of Compliance with Planning Documents (RPJMD, RKPD, PPAS, Renstra, Renja, RKA, DPA) of the Regional Apparatus in the scope of Natural Resources;	Percent	100	100	100



	5.	Achievement of the Proportion of Compliance with Planning Documents (RPJMD, RKPD, PPAS, Renstra, Renja, RKA, DPA) of the Regional Apparatus in the scope of Infrastructure and Regional Affairs;	Percent	100	100	100
	6.	Coverage of the Percentage of Policies of the Provincial Government, Regency/City, or other users utilizing the recommendations of the results of research and innovation produced each year (Target 2019 = 40 recommendations, 2023 = 75 recommendations);	Percent	82,86	55,55	67,04
	7.	Percentage Coverage of the Provision of Regional Innovations produced by the Regional Innovation Incubator to the Provincial Government, Regency/City, or other users every year (Target 2023 = 145 Innovations)	Percent	96,55	100	103,57
	8.	Percentage Coverage of Regional Innovation	Percent	60	60	100

	Products facilitated to obtain Intellectual Property Rights (HAKI) protection every year.				
Average Achievement			96,34%		
Category			Very Successful		

So that based on the measurement results of the performance achievement level of the NTT Province Bappelitbangda in 2022 (Achievements of The Key Performance Indicators (KPI) attached) are:

$$(100\% + 100\% + 100\% + 100\% + 100\% + 67,04\% + 103,57\% + 100\%/8 = \mathbf{96,24\%})$$

(Very Successful)

Source: LAKIP Bappelitbangda East Nusa Tenggara, 2022

Financial Accountability

Adequate financing is essential for operationalizing activities to achieve a successful indicator. Operationalization of activities can be carried out if supported by adequate financing. The source of funding for these activities comes from the Regional Revenue and Expenditure Budget (APBD).

Table 2. Budget Realization APBD 2022

Detail	Budget		Realization	%
	APBD	Revised APBD		
Operational Expenditure	29,643,823,253	22,187,560,747	17,177,140,424	77,42
Personnel Expenditure	11,877,033,321	12,213,591,000	9,042,925,407	74,04
government expenditure on goods and services	17,766,789,932	9,973,969,747	8,134,215,017	81,55
Capital Expenditure	222,838,600	13,108,785	8,250,000	62,93
Equipment and machinery expenditure	214,588,600	4,858,785	-	0.00
Capital expenditure of fixed assets	8,250,000	8,250,000	8,250,000	100
Total	29,866,661,853	22,200,669,532	17,185,290,424	77,41

Source: LAKIP, Bappelitbangda East Nusa Tenggara 2022.

Effectiveness is the utilization of resources, facilities, and infrastructure in a predetermined quantity that is consciously established to produce a certain amount of goods or services from the activities it undertakes. Effectiveness indicates the success in achieving the predetermined objectives. If the results of the activities are closer to the targets, it means that the effectiveness is higher (Sondang P. Siagian 2001:24). It is considered effective when the budget and activities can be maximally absorbed. When the budget is allocated for an activity or program, its realization must demonstrate the full absorption of that budget entirely for the planned activity or program. According to the Minister of Home Affairs Decision Number 690.900-327 in 1996, the criteria for the level of budget effectiveness are as follows:

- 1) If the result of the comparison is more than 100%, then the budget is considered highly effective;
- 2) If the achievement result is between 90% - 100%, then the budget is considered effective;

- 3) If the achievement result is between 80% - 90%, then the budget is considered sufficiently effective;
- 4) If the achievement result is between 60% – 80%, then the budget is considered less effective;
- 5) If the achievement result is below 60%, then the budget is considered ineffective.

Table 3. Budget Realization APBD 2022

Detail	Budget		%
	Budget Target	Realization (excluding salary and allowance)	
Bappelitbangda East Nusa Tenggara	22,200,669,532	13,157,744,125	59,27

Source: LAKIP, Bappelitbangda East Nusa Tenggara 2022.

According to the Minister of Home Affairs Decision Number 690.900-327 in 1996, the determination of criteria for the level of budget efficiency is as follows:

- 1) If the result of the comparison is more than 100%, then the budget is considered inefficient;
- 2) If the achievement result is between 90% - 100%, then the budget is considered less efficient;
- 3) If the achievement result is between 80% - 90%, then the budget is considered sufficiently efficient;
- 4) If the achievement result is between 60% – 80%, then the budget is considered efficient;
- 5) If the achievement result is below 60%, then the budget is considered very efficient.

Following LAKIP Bappelitbangda East Nusa Tenggara in 2022, the realization of the APBD budget is Rp. 17.185.390,424 (77.41%) with Total Expenditures APBD of Rp. 29,866.661,853 and the Revised APBD of Rp. 22,200,669,532 (Data attached, table 2 and table 3) with the status of the effectiveness level of budget absorption: **LESS EFFECTIVE**, but there is an efficiency level status: **VERY EFFICIENT**. This level of efficiency and effectiveness refers to the Decree of the Minister of Home Affairs Number 690900-327 of 1996 concerning Guidelines for Financial Performance Evaluation.

$$\text{Budget Efficiency} = \frac{(\text{Actual Expenditure Excluding Salary and Allowances})}{(\text{Budget Expenditure Target})} \times 100\%$$

$$\text{Budget Effectiveness} = \frac{(\text{Actual Expenditure})}{(\text{Budget Expenditure Target})} \times 100\%$$

Achievement of Regional Macro Indicators for the Province of NTT in 2022

Performance achievement in development refers to the tangible results attained in the development process of a country, region, or specific sector. This involves the measurement, evaluation, and assessment of the progress made in achieving the set development goals. Performance achievement in development can be measured through various indicators reflecting economic, social, environmental, and infrastructural aspects. Macro performance achievement represents the success of overall local government administration. Macro performance achievement results from various programs organized by local government, central government, private sector, and other relevant parties in national development. In East Nusa Tenggara Province for the year 2022, the overall achievement of regional macro indicators indicates improvement, signaling progress in regional development planning,

despite a decline in some sectors due to the implementation of national policies by the central government (table 4)

Table 4. Achievement of Regional Macro Performance for 2019-2022

Indicators		Unit	Achievement of Regional Macro Performance			
			2019	2020	2021	2022
1	Economic Growth	%	5,24	-0,83 (c to c)	3,10	1,62
2	Poverty Rate	%	20,62	21,21	20,44	20,44
3	Inflation	%	0,67	0,61 (y on y)	1,67	0,52
4	Human Dev. Index	point	65,23	65,19	65,28	65,28
5	Life expectancy	year	66,85	67,01	67,15	67,15
6	average length of school	year	7,55	7,63	7,69	7,69
7	open unemployment rate	%	3,35	4,28	3,77	3,30
8	Gini Index	point	0,356	0,356	0,339	0,339

Source: Local Government Work Plan (RKPD) East Nusa Tenggara 2022.

Outcome Implementation

Outcome implementation is one approach that is increasingly recognized and applied is outcome implementation, which refers to focusing on the desired result. Outcome implementation is the impact, benefits, and consequences for stakeholders, which are the result of the output of a program (Cole & Parston, 2006), or it can also be explained that it is an approach that places attention, resources, and efforts on achieving the desired results or goals, rather than focusing on routine processes or activities. Public organizations can achieve several significant benefits by establishing implementation outcomes as performance drivers. In implementing this outcome, we applied firmness in observing the result. By encouraging teams to thoroughly comprehend anticipated outcomes and the methods for achieving them, we ensure clarity and clarity priorities from impeding progress and performance. Indeed, implementing rigor in focusing on outcomes aims to achieve clarity and concentration on desired results within a project, task, or organization. Implementing outcomes enables organizations to establish distinct objectives, devise effective strategies, and gauge progress toward desired outcomes (Cole & Parston, 2006). This outcome-oriented approach also fosters active participation and engagement of all stakeholders in accomplishing organizational goals. This approach allows public organizations to surpass the pursuit of activities and outputs and transition to attaining desired results/impacts. Public organizations can enhance their efficiency, effectiveness, and accountability by setting explicit objectives, measuring achievements, and directing resources toward attaining anticipated outcomes (Peters, 2018).

Moreover, concentrating on outcomes equips public organizations with the capacity to improve the effectiveness of their services. By prioritizing desired outcomes, these organizations can direct their efforts towards initiatives that positively impact society. This approach entails raising service quality, addressing public needs, and bringing about significant changes. In an era where accountability and public trust in public institutions are crucial, focusing on outcomes assists public organizations in building a solid reputation as effective and responsive service providers (Radnor & Boaden, 2019). Research and related practices have provided evidence supporting the significance of outcome implementation in enhancing the performance of public organizations. Studies by Locke and Latham (1990) demonstrate that setting specific and challenging goals can enhance individuals' motivation and performance. Furthermore, Grant (2008) underscores the importance of meaningful and significant

objectives in motivating individuals and enhancing task performance. The implementation of outcomes has also proven successful across various sectors and countries. For instance, in the public sector of New Zealand, the outcome implementation approach has been utilized to enhance the effectiveness and accountability of public services (Hood, 2007). In the United States, the Government Performance and Results Act (GPRA) introduced outcome implementation policies to elevate the performance and accountability of the federal government (Berman, 2012).

In addition to these two instances of successful outcome implementation, in Japan, through the Government Policy Evaluation Act (GPEA) in 2001, the government mandated each administrative organization to conduct objective policy evaluations, reflect the evaluation outcomes in policy planning and development, and disseminate them to the public. Subsequently, three years later, organizations achieved explicitly defined objectives, defined their missions, and prioritized their policies by selecting key policy areas and primary metrics (Cole & Parston, 2006).

CONCLUSION

1. Utilizing the budget expenditure (APBD) more effectively and efficiently across all regional agencies can positively impact the achievement of various macro development indicators.
2. Through implementing outcomes, the achievement of public organizational performance extends beyond providing outputs to encapsulate the outcome/benefits for the region. As evidenced by successful outcomes implementation in other countries, the attainment of macro-level indicators within a region represents a developmental performance achievement of the local government, afterward viewed as outcomes that depict tangible changes sought within the society.

REFERENCES

- Berman, E.M. (2012). *Performance and productivity in public and nonprofit organizations*. Routledge.
- Fukuda-Parr, S., Yamin, A. E., & Greenstein, J. (Eds.). (2019). *The Sustainable Development Goals and Human Rights: A Critical Early Review*. Cambridge University Press.
- Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 93(1), 108-124.
- Hood, C. (2007). What happens when transparency meets blame-avoidance? *Public Management Review*, 9(2), 191-210.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting & task performance*. Englewood Cliffs, NJ: Prentice-Hall.
- Peters, B. G. (2018). *The Politics of Bureaucracy: An Introduction to Comparative Public Administration*. Routledge
- Rustiadi, E, S. Saefulhakim dan Panuju. 2008. *Perencanaan dan Pengembangan Wilayah*. Crestpent Press dan Yayasan Pustaka Obor Indonesia. Jakarta.
- Siagian, Sondang P, 2001, *Manajemen Sumber Daya Manusia*, Cetakan ketujuh. Radar Jaya Offset. Jakarta.
- Taufiqurokhman. (2008). *Konsep Dan Kajian Ilmu Perencanaan*. Jakarta Pusat: Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama.