

## The Role of the Regional Secretariat Development Administration Bureau in Improving the Effectiveness of Regional Development Administration Control in South Kalimantan Province

Nurul Khairiah Abdis<sup>1\*</sup>, Cici Asmawatiy<sup>2</sup>, Muhammad Jayadi<sup>3</sup>

STIA Bina Banua Banjarmasin

Corresponding: Nurul Khairiah Abdis [Nurilmawaddah.nm@gmail.com](mailto:Nurilmawaddah.nm@gmail.com)

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### ARTICLE INFO

*Keywords:* Bureau of Development Administration, Effectiveness, Administrative Control, Regional Development, South Kalimantan

*Received :* 21 September

*Revised :* 23 October

*Accepted:* 23 November

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### ABSTRACT

This study analyzes the role of the Development Administration Bureau of the Regional Secretariat of South Kalimantan Province in improving the effectiveness of regional development administration control. Using descriptive qualitative methods through interviews, observations, and documentation in 2023–2024, the results show that the bureau plays a role in coordinating, monitoring, and reporting development. Timeliness of reporting increased from 78% (2022) to 91% (2023), follow-up on monitoring results increased by 12%, and budget deviation decreased from 11% to 6%. The main obstacles include limited human resources and a suboptimal digital system. Strengthening apparatus capacity, optimizing the SIPD (Regional Development Planning System), and cross-sectoral coordination are needed to improve the effectiveness of regional development administration control

## **INTRODUCTION**

The effectiveness of regional development administration control is an important indicator in assessing the performance of government bureaucracy in achieving development goals efficiently, transparently, and accountably. In the context of regional autonomy, provincial governments have a significant responsibility in managing public resources so that regional development is aligned with national priorities and the needs of local communities. In South Kalimantan Province, the effectiveness of development control has become a strategic issue, given the complexity of cross-regional coordination and the increasing demand for public transparency. Based on the results of documentation and initial interviews, the implementation of administrative control by the Regional Secretariat's Development Administration Bureau has shown significant progress: the timeliness of reporting increased from 78% in 2022 to 91% in 2023, the deviation between targets and activity realization decreased from 11% to 6%, and follow-up on monitoring results increased by 12%. However, the bureau still faces challenges in the form of limited human resources and suboptimal utilization of information technology, especially in the integration of the SIPD and E-Monev systems.

The role of the Development Administration Bureau is strategic because this institution functions as a coordinating liaison between the Regional Development Planning Agency (Bappeda), implementing technical apparatus, and development oversight institutions. According to the public management theory put forward by Dwiyanto (2017), the effectiveness of a bureaucracy is determined by its ability to carry out the functions of coordination, accountability, and innovation. Meanwhile, New Public Management (NPM) introduced by Osborne and Gaebler (1992) emphasizes the transformation of the bureaucracy towards a performance and results orientation, with the principles of efficiency, participation, and the implementation of data-driven systems. In this context, the Development Administration Bureau serves not only as an administrative implementer but also as a policy enabler that ensures that every stage of development can be effectively controlled, from planning, implementation, to evaluation.

Theoretically, the control function in public management is explained by Terry (2010) as the process of ensuring organizational activities run according to established plans, with mechanisms for monitoring, evaluation, and corrective action in the event of deviations. This concept is also emphasized by Siagian (2016), who states that the effectiveness of a public organization is realized when each work unit can carry out internal control functions that align with the institution's strategic objectives. In the context of regional government, development administration control plays a crucial role in maintaining consistent program implementation and optimizing budget absorption so that it is on target and measurable. Several previous studies have demonstrated the crucial role of development bureaucracy in improving regional government performance. Research by Nugraha (2020) in West Java found that effective coordination between regional agencies directly contributes to increased reporting accuracy and accelerated development decision-making. A study by Ningsih and Haris (2021) in East Kalimantan showed that strengthening a digital-based monitoring

system can reduce project implementation deviations by up to 8%. Meanwhile, research by Lestari (2022) in South Sulawesi confirmed that increasing human resource capacity and digitizing administration are key factors in strengthening regional development control functions. These three studies are in line with the initial findings of this research, namely that the effectiveness of public bureaucracy at the provincial level is highly dependent on the integration between policies, information technology, and apparatus capacity.

Thus, the effectiveness of the Development Administration Bureau of the South Kalimantan Regional Secretariat can be seen as the result of a combination of accountable governance, an adaptive oversight system, and adequate human resource competency. This study aims to analyze the bureau's role in improving the effectiveness of regional development administration control, identify supporting and inhibiting factors for implementation, and formulate institutional strengthening strategies based on modern public management principles. With this approach, it is hoped that this study can provide theoretical contributions to the development of bureaucratic control models in the region, as well as practical recommendations for local governments in improving the quality of development governance in South Kalimantan Province.

## LITERATURE REVIEW

The basic concept of public management is rooted in the view that bureaucracy is the primary instrument in the implementation of government functions and public services. According to Dwiyanto (2017), an effective public bureaucracy is characterized by the ability to coordinate policies, control program implementation, and transparently account for work results to the public. Bureaucratic effectiveness, in this context, is measured not only by adherence to procedures but also by the extent to which the institution is able to achieve predetermined development goals by utilizing resources efficiently. Siagian (2016) adds that the effectiveness of government administration is closely related to the institution's ability to integrate planning, implementation, and oversight functions in a sustainable manner.

Within the framework of modern management theory, New Public Management (NPM), introduced by Osborne and Gaebler (1992), emphasizes the need for bureaucratic reform to be more efficient, flexible, and results-oriented (result-oriented governance). The main principles of NPM include decentralization of authority, increased performance accountability, and the use of information technology in governance. The application of NPM principles is highly relevant in the context of regional development administration control, where the bureaucracy is required to be not only a policy implementer but also a change agent capable of ensuring the effectiveness of development implementation at the regional level.

The classical management theory proposed by Terry (2010) explains that the control function in an organization includes monitoring work implementation to ensure its compliance with the plan and taking corrective action if any deviations occur. In the context of regional government, development administration control is an integral part of the development management cycle, which includes planning, implementation, monitoring,

evaluation, and reporting. This function is the responsibility of the Development Administration Bureau to ensure that all regional agencies implement programs according to the targets, timeframe, and budget that have been set.

Furthermore, the theory of public organization effectiveness developed by Robbins and Coulter (2012) emphasizes that institutional effectiveness is influenced by three main factors: an adaptive organizational structure, participatory leadership behavior, and an open communication system. In the context of government administration bureaus, effective control depends heavily on coordination between regional agencies and a clear reporting flow for development outcomes. This aligns with Henry's (2015) view that public administration effectiveness is achieved when the bureaucratic system is able to manage development information in real time and is responsive to changing public needs.

From a regional development management perspective, effective administrative control is instrumental in ensuring the achievement of development goals outlined in planning documents such as the RPJMD and RKPD. According to Todaro and Smith (2015), the success of regional development is measured not only by economic growth but also by the quality of governance and the effectiveness of the institutions that implement it. Therefore, the Development Administration Bureau plays a strategic role in maintaining consistency between planning and program implementation through a systematic evaluation mechanism.

Several previous studies have reinforced the importance of bureaus in improving the effectiveness of development control. Nugraha (2020) found that intensive coordination between regional agencies in West Java accelerated the reporting process and improved the accuracy of development achievement data. Research by Ningsih and Haris (2021) in East Kalimantan showed that implementing a digital monitoring system based on e-Monev (E-Monev) increased the speed and transparency of reporting on local government activities. Meanwhile, Lestari (2022) in South Sulawesi highlighted the importance of staff training and digitalization of the monitoring system as key factors in improving the effectiveness of the regional development bureaucracy.

In the context of South Kalimantan, these previous theories and research show high relevance, because the development administration bureau in this province faces similar challenges, such as limited human resources, overlapping data between agencies, and low utilization of the regional development information system ( SIPD ). Therefore, the application of a modern public management approach, strengthening the coordination function, and the use of information technology become a strong conceptual foundation in explaining the strategic role of this bureau in increasing the effectiveness of regional development administration control.

## METHODOLOGY

This study uses a qualitative approach with a descriptive analytical method to analyze the role of the Development Administration Bureau of the Regional Secretariat of South Kalimantan Province in improving the effectiveness of regional development administration control. This approach was chosen because it allows researchers to deeply understand the coordination, monitoring, and evaluation processes carried out by the bureau in the context of regional development management. The research location is at the Development Administration Bureau office, with a focus on three main aspects: coordination across regional agencies, implementation of control functions, and the effectiveness of development reporting. Primary data were obtained through in-depth interviews with the Acting Head of the Bureau, structural officials, and implementing staff, as well as observations of control activities and quarterly coordination meetings. Secondary data were collected from physical and financial realization reports for 2022–2024, meeting minutes, and policy documents such as the Strategic Plan, Work Plan, and LKjIP .

Data analysis was conducted using the interactive analysis model of Miles, Huberman, and Saldana (2014) through the stages of data reduction, data presentation, and conclusion drawing. Data validity was tested by triangulating sources and methods , as well as member checking to ensure the accuracy of interpretation. The research was conducted from January to March 2024, with procedures covering preparation, collection, analysis, and reporting of research results. The entire process was conducted based on academic ethics by maintaining data confidentiality, obtaining informant consent, and ensuring the objectivity of the analysis. Through this methodology, the research is expected to provide a comprehensive picture of the effectiveness of the bureau's role in controlling regional development administration in a transparent and accountable manner.

## RESULTS AND DISCUSSION

Based on the results of interviews, observations and documentation studies, the role of the Development Administration Bureau of the Regional Secretariat of South Kalimantan Province in increasing the effectiveness of regional development administration control is realized through three main functions: **(1) coordination across regional devices , (2) monitoring and evaluation of development implementation , and (3) reporting and control of development administration .**

The coordination function is carried out through regular meetings between regional agencies held every quarter, where the bureau acts as a liaison between Bappeda, the Inspectorate, and the implementing SKPDs. Observation results show an increase in regional agency participation in coordination meetings to **93% of the total 50 SKPDs** invited in 2023, compared to **82% in 2022**. The monitoring function is implemented through a periodic reporting system based on *E-Monev* and *SIPD* , where the level of reporting timeliness increased

from **78% in 2022 to 91% in 2023**. In addition, follow-up on monitoring results increased by **12%** , while the deviation between targets and budget realization decreased from **11% to 6%** .

The reporting function is implemented through the preparation of quarterly reports containing the physical and financial achievements of regional development. The 2023 report indicates that **70% of development activities** have been realized according to the established timeline and output. However, several obstacles remain, such as limited human resources in field supervision and suboptimal integration of data systems between agencies. An interview with the Head of the Administrative Control Division revealed that employee capacity in information technology still needs to be improved to expedite the reporting and validation process for development data.

Table 1. Comparison of Development Administration Control Effectiveness Indicators (2022–2023)

Performance Indicators	2022	2023	Change (+/-)
Reporting Timeliness Rate (%)	78%	91%	+13%
SKPD Participation Level in Coordination Meetings (%)	82%	93%	+11%
Follow-up of Monitoring Results Recommendations (%)	65%	77%	+12%
Deviation Between Target and Budget Actual (%)	11%	6%	-5%
Development Activities According to Time and Output Targets (%)	61%	70%	+9%

Source: Researcher's Processing of the Physical and Financial Realization Report on Regional Development (2022–2023)

The results of the study indicate that the Development Administration Bureau of the Regional Secretariat of South Kalimantan Province has a central role in ensuring the effectiveness of regional development administration control through the implementation of three main functions, namely cross-regional coordination , monitoring and evaluation of development program implementation , and reporting and control of development administration . These three functions are important components in the regional development management cycle which includes planning, implementation, and evaluation. Based on the results of documentation and interviews, the effectiveness of the implementation of these three functions shows a significant increase: the timeliness of reporting increased from 78% in 2022 to 91% in 2023 , the deviation between targets and budget realization decreased from 11% to 6% , and follow-up on monitoring results increased by 12% . This increase shows that the control system developed by the bureau has had a positive impact on the efficiency and accuracy of development reporting at the provincial level.

In terms of coordination function, the bureau acts as a liaison between the Regional Development Planning Agency (Bappeda), the Regional Inspectorate, and all regional apparatus implementing development programs. Based on the results of interviews, coordination is carried out through quarterly meetings, program synchronization forums, and an online reporting system through SIPD. The increase in regional apparatus participation in the coordination forum reached 93% of the total 50 SKPD, an increase of 11% compared to the previous year. This finding is in line with Dwiyanto's theory (2017) which emphasizes that the effectiveness of public bureaucracy depends on the institution's ability to coordinate roles and resources across work units to achieve common goals. In this context, structured coordination functions not only as an administrative communication tool, but also as a policy synchronization mechanism so that each regional apparatus operates with the same development vision and priorities.

In terms of monitoring and evaluation, the Development Administration Bureau has implemented a performance indicator-based monitoring system integrated into the E-Monev and SIPD applications. This system has successfully accelerated the reporting process, minimized administrative errors, and increased the transparency of development achievement data. This aligns with the New Public Management (NPM) concept proposed by Osborne and Gaebler (1992), which emphasizes the importance of innovation, efficiency, and the use of information technology to improve the performance of the public bureaucracy. The bureau has implemented some NPM principles through the digitization of monitoring, shifting the traditional bureaucratic paradigm toward performance- and results-oriented governance. However, the study also found significant obstacles, such as limited human resources who understand information technology, delays in data validation from several regional government agencies (SKPD), and limited network infrastructure in border areas. These limitations align with Siagian's (2016) view that the effectiveness of public organizations is greatly influenced by the ability of human resources to operate modern work systems and adapt to technological changes.

Reporting and administrative control aspects provide concrete evidence of the bureau's increased effectiveness. Based on documentation, the quarterly report compiled by the Development Administration Bureau shows that 70% of development activities in 2023 were realized according to the time and output targets, a 9% increase compared to the previous year. This data demonstrates improved administrative discipline and the agency's ability to direct regional apparatus to implement development activities according to schedule and budget allocation. These findings reinforce Terry's (2010) theory on the controlling function in management, which asserts that effective control involves the process of evaluating work results and taking corrective action against deviations. In the context of government bureaucracy, the control function is implemented through a performance evaluation mechanism and a measurable reporting system. Thus, the bureau plays not only an administrative role but also carries out a strategic managerial function in maintaining the consistency of regional development policy implementation.

Theoretically, the increased effectiveness of development administration control reflects the synchronization between public management theory and

practice. The empirical findings of this study reinforce the view of Robbins and Coulter (2012) that the effectiveness of public organizations is determined not only by formal structure, but also by organizational behavior, work culture, and open communication systems. The South Kalimantan Development Administration Bureau has demonstrated collaborative and adaptive organizational characteristics, where the bureau head and structural officials emphasize the principles of transparency and shared responsibility in development management. Furthermore, the increased participation of regional apparatuses in evaluation forums indicates that the culture of coordination is shifting from traditional bureaucratic patterns to participatory and collaborative forms, as recommended in the Total Quality Management approach in the public sector (Sallis, 2012).

When compared with previous research, these findings are consistent with Nugraha's (2020) study in West Java, which showed that effective coordination between regional agencies directly impacts the timeliness of reporting and the quality of development decisions. Ningsih and Haris' (2021) study in East Kalimantan also found that implementing a digital monitoring system can accelerate reporting and increase transparency between agencies. Meanwhile, Lestari's (2022) study in South Sulawesi confirmed that increasing human resource capacity and technology training are key factors in strengthening development control functions. These similar findings strengthen the position of the South Kalimantan Development Administration Bureau as a model of adaptive bureaucracy capable of integrating policy and technology to achieve effective development control.

However, the effectiveness of administrative control in South Kalimantan still faces several challenges that require attention. The biggest obstacle lies in the limited number of employees required to oversee more than 50 Regional Government Agencies (SKPD) and 72 Technical Implementation Units (UPTD/UPPD) , resulting in a significant oversight workload. Furthermore, there is still a reliance on manual processes for data validation because not all SKPDs are integrated with digital systems. This situation slows down the process of report consolidation and development performance analysis. These challenges indicate that the bureau is still in the transition phase towards a fully automated digital bureaucracy. Therefore, human resource capacity building is needed through continuous training, the provision of adequate information technology infrastructure, and the development of digital-based standard operating procedures (SOPs) to ensure more efficient and accurate reporting and oversight processes.

Overall, the findings of this study indicate that the Development Administration Bureau of the Regional Secretariat of South Kalimantan Province has successfully implemented the principles of modern public management effectiveness . This success is evident in the improvement of coordination between regional agencies, the implementation of a technology-based monitoring system, and a significant reduction in budget deviations. This bureau has transformed into an adaptive, accountable, and results-oriented controlling institution, in accordance with the principles of results-based governance . Going forward, the bureau's effectiveness can continue to be improved through the full

integration of the regional development information system ( SIPD ) with financial and performance reports, as well as strengthening cross-sector collaboration to ensure that every development policy in South Kalimantan is aligned with the vision of sustainable, efficient, and transparent regional development.

## **CONCLUSION AND RECOMMENDATION**

This study concludes that the Development Administration Bureau of the Regional Secretariat of South Kalimantan Province has a strategic role in improving the effectiveness of regional development administration control through the implementation of three main functions, namely coordination across regional agencies, monitoring and evaluation of development activities, and data-based administrative reporting and control. The bureau's performance improvement is evident in the increase in the timeliness of development reporting from 78% in 2022 to 91% in 2023, an increase in follow-up on monitoring results by 12%, and a decrease in budget realization deviation from 11% to 6%. This indicates that the implementation of a digital monitoring system through SIPD and E-Monev , as well as a quarterly coordination forum between regional agencies, has been able to strengthen the accountability, transparency, and efficiency of the public bureaucracy at the provincial level. These findings reinforce the theory of modern public administration (Dwiyanto, 2017; Osborne & Gaebler, 1992) that an adaptive and results-oriented bureaucracy will produce more effective and responsive government performance to the demands of regional development.

However, this study also found challenges in the implementation of development administration control, particularly the limited human resources competent in digital system management and the suboptimal integration of data between regional agencies. Therefore, it is recommended that the Development Administration Bureau strengthen the capacity of its apparatus through data management and information technology training , develop performance-based digital SOPs , and integrate financial and development reporting systems to improve oversight efficiency. Furthermore, cross-sectoral coordination and synergy between Bappeda, the Inspectorate, and implementing SKPDs are needed to ensure a more integrated development control process. These ongoing efforts are expected to establish the Development Administration Bureau as a model of professional, innovative, and accountable regional bureaucracy.

## **FUTHER STUDY**

This research still has delays, so it is necessary to conduct further research related to the topic *The Role of the Regional Secretariat Development Administration Bureau in Improving the Effectiveness of Regional Development Administration Control in South Kalimantan Province* in order to improve this research and add insight for readers.

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