

## Local Government Performance In Developing Leading Economic Potentials In South Sulawesi Province

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### ABSTRACT

The main problems in this research include (1) a large number of regional potentials are not managed by local governments that can contribute to economic growth and increased community welfare in the regions, (2) The potential of these under-managed areas results in a low rate of economic growth regional and regional original revenues in managing the regional income and expenditure budget. The purpose of this research is to specifically answer the question: how is the performance of local governments in developing regional potentials that can help the successful development of the regional economy? The research method uses a combination of quantitative and qualitative research approaches to analyze in depth the content of information sources regarding local government performance in managing superior potential. The primary data was collected through questionnaires, observation, and interviews with local government officials of East Luwu, Maros, and Gowa regencies and officials of the Energy and Mineral Resources Office and the Forestry Office of South Sulawesi Province. It is intended to explain comprehensively the government's performance in developing regional potential. The study results show that the performance of local government officials in developing regional potential is quite good. However, they still need to improve work performance, productivity, and working time and the application of punishment (sanctions) consistently so that the achievement of increasing the management of superior regional potential can be achieved every quarter Maros and Gowa regencies as well as officials from the Energy and Mineral Resources Office and the Forestry Office for South Sulawesi Province. The study results show that the performance of local government officials in developing regional potential is quite good. However, they still need to improve work

performance, productivity, and working time and the application of punishment (sanctions) consistently so that increasing the management of superior regional potential can be achieved every quarter.

Keywords: Performance, Potential, Excellence.

## INTRODUCTION

Each district/city area can optimize its superior and specific economic potential to increase competitiveness. With good competitiveness, local products can compete with foreign products to increase regional income and economic growth. South Sulawesi Province has a lot of potential natural resources in the fields of agriculture, forestry, plantations, maritime affairs, mining and quarrying, and others which are listed as the most significant contributor to national production and are even known to the world because they are exported to various countries. Therefore, the performance of local governments should be directed at developing the competitive advantage of superior production owned and developing innovation by local government officials in developing superior commodity exports (Inayah, 2016).

In 2017 (4 years ago), South Sulawesi was once famous for its cocoa potential. Even its cocoa products received world recognition and ranked 3rd in the world with a production income of around 720 thousand tons annually. Likewise, seaweed is a superior potential for South Sulawesi. Of the national production in 2017, around 33.33% of seaweed production was produced from this area. Data from the Ministry of Maritime Affairs and Fisheries (KKP) confirmed that South Sulawesi is one of the largest seaweed producers in Indonesia. The productivity of seaweed in South Sulawesi each year can reach around 1.5 million tonnes, valued at US\$ 1.9 million, with a land area of about 500 ha. Likewise, Arabica coffee grows in the highlands of South Sulawesi and is included in the world's 10 best types of coffee. South Sulawesi has also experienced a rice production surplus of 2.6 million tons from a total production of dry milled unhusked rice alias GKG of 5.8 million tons or the equivalent of 3.6 million tons of rice from 2016 to 2017. As a food storage area, South Sulawesi seeks to meet the rice demand-supply in several regions in Indonesia. A surplus of 2.6 million tons of rice was then delivered to the islands. However, in 2021, South Sulawesi's agricultural product exports decreased by 56 % (South Sulawesi Central Statistics Agency, 2020). The Disperindag noted that from January to May 2020, the value of agricultural export products reached US\$34.8 million. While in the same period in 2021, it has fallen sharply, only to 15 million US dollars. Exports of South Sulawesi's

agricultural products sent in January-May 2020 totalled 21,180 tons. Meanwhile, this year it was only 6,840 tons in the same period. Likewise, cocoa and coffee production as South Sulawesi's leading commodities began to decline.

The decline in South Sulawesi's leading commodities was a trigger component of the 18 components of South Sulawesi's economic business fields, which experienced a decline. The economy of Sulsel in the first quarter of 2020 compared to the first quarter of 2019 only grew 3.07 % or slowed down compared to the achievements in the first quarter of 2019, which amounted to 6.58 %. From the production side, the Mining and Quarrying Business Field achieved the highest growth, which grew 12.57 % (South Sulawesi Central Bureau of Statistics, 2020). In other words, South Sulawesi's economy in the first quarter of 2020 fell or experienced a contraction of -2.91 % compared to the previous quarter. From the production side, the decline was caused by contractions that occurred in several business fields.

The research study is directed at how the performance of local governments in developing superior potential should local governments take advantage of the great opportunities to develop regional and local policies in optimizing the utilization of superior economic potential in the regions (Ibnu Redjo, 2013). Local governments are also expected to be able to encourage the entry of domestic investment and foreign investment. as well as improve government services in the form of one-stop services or integrated services (Zaman et al. 2021). Investment activities aim to increase economic activity, employment opportunities, national income, and prosperity (Sukirno, 2017). The existence of investment will encourage the creation of new capital goods so that it will absorb new factors of production, namely creating new jobs and will absorb labour which in turn will reduce unemployment (Prasojo in Syaihu, 2012). The superior regional potential referred to in this study is natural, artificial, and human resources that can be utilized as regional capabilities to realize community welfare. The potential of regional natural resources, in general, includes potential in agriculture, forestry, marine, industry and trade, tourism, mining, quarrying products, and energy and mineral resources. The main problem studied in this study is that there are still many regional superior potentials and competitiveness not managed by local governments that can contribute to economic growth and increase the welfare of people in the regions. The under-managed regional potential results in low regional original income and increasing dependence of local governments on the central government in managing regional revenue and expenditure budgets. Therefore, this research seeks to specifically answer the question: how far can local government performance in developing regional superior

potential sources be optimized?

## **LITERATURE REVIEW**

### **Development of Regional Leading Economic Potential**

Regional superior economic potential is interpreted as natural resources, artificial resources, and development, as well as human resources that can be utilized to improve people's welfare and efforts to develop regional capabilities (Sumihardjo in Subagiyo, 2017). It was stated that the local government must pay attention to the potential of the area that involves the most livelihoods of the people and absorbs the most human resources. Local economic development in the region is a process in which the role of the local government and community organizations is involved to stimulate, encourage, and maintain business activities to create jobs (Waslah; Janah, Lina Ainul; Ismawati, Ninik. 2020). The role of community organizations is marked by the increasing quantity and quality of community involvement in supporting regional economic programs, including the use of productive land, the contribution of science and technology, and maintaining existing infrastructure and natural resources (Utami, 2017). This involvement is intended as a community movement to be involved in the decision-making process in implementing activities, enjoy the results, and participate in evaluating them (Uphoff, 1992). The World Bank states that community participation is a process in which various actors (stakeholders) can influence and share authority in determining development initiatives and decisions and allocating resources that affect them. Participation involves individuals and community groups actively mobilizing all resources, knowledge, skills, and energy to achieve the expected development goals (Mulyawan, 2012). However, the development of community participation in development depends on the political will of the ruling government (Hajar, 2018).

Indicators of regional superior economic potential can be seen in the 2020 Gross Regional Domestic Product (GRDP) of South Sulawesi, which consists of 18 business sectors, including 1) agriculture, forestry, and fisheries, 2) mining and quarrying, 3) processing industry, 4) procurement of electricity, gas 5) water supply, waste management, waste and recycling, 6) construction, 7) wholesale and retail trade, car and motorbike repair, 8) financial and insurance services, 9) real estate, and 10) services other. Glasson in Tomo (2012) says that the prosperity of a region is different from other regions. The difference is caused by differences in the structure of the economy, and this factor is the main factor.

### **Performance of Local Government Apparatuses**

Performance results from work completed per the tasks and

responsibilities given within a certain period (Kasmir, 2015). Measuring employee performance can be done by using indicators; 1) quantity, 2) quality, 3) timeliness, 4) attendance, and 5) the ability to work together (Mathis and Jackson, 2006). While the factors that affect performance, according to Kasmir (2015), are; 1) ability and expertise, 2) knowledge, 3) work design, 4) personality, 5) work motivation, 6) leadership, 7) leadership style, 8) organizational culture, 9) job satisfaction, 10) work environment, 11) loyalty, and 12) work commitment. According to Sumihardjo (2008), the development of regional potential requires an increase in the performance of local government apparatus: (1) moral quality, strict performance, honesty, proactive, innovative, and egalitarian to carry out their duties properly. This quality is very much needed for the present and future conditions in the implementation of governance in the regions, (2) apparatus at the centre of government and in the regions should only act as guides, not give too many orders, and should be able to work with the people. This is referred to as an apparatus with a catalytic mentality, namely an apparatus that runs the government by directing and encouraging the people to paddle towards a predetermined island. The government is transforming the bureaucracy from a cultural perspective to make it more responsive (Sangkala, 2021).

However, public administration officials are sometimes slow to respond to regulations related to public needs and even harm public interests in the fields of welfare, economy, politics, socio-culture, and security (Saggaf, 2018). Problems related to the economic sector, such as the availability and distribution of natural resource management, which are uneven and cause social jealousy, require transparent regulations and good accountability so that they can be managed fairly and equitably for the benefit of the people in the regions. Issues outside the economic field also need to be scrutinized, such as the mindset of officials and public officials who tend to be more primordial based on regionalism and ethnicity (Lino and Therik, 2019). It can trigger conflicts, especially against investors who will come to invest in the region. This moral problem can hinder the development of the superior economic potential of the region, and the provision of discriminatory services can become a weakness and threat to the region in developing its economic potential.

## RESEARCH METHODS

The design of this study uses a combination of quantitative and qualitative approaches to analyze in depth the performance of the regional government, especially the performance of the apparatus as the main actors implementing development and community

participation in developing superior regional potential. This research approach provides a description, insight, whole, and exhaustive of the problems discussed (Sugiyono, 2017)

The research locations were set at 5 locations, namely Gowa, Maros, and East Luwu Regencies, and two offices at the South Sulawesi provincial level, namely the Energy and Mineral Resources Office and the Forestry Service, with 54 informants. The selection of research locations was determined purposively (purposive sampling) with the consideration that the three regions, namely Gowa, Maros, and Luwu Regencies, have characteristics, diversity, vision, and mission in terms of apparatus performance, potential regional resources, investment climate, and community participation in developing the regional economy. The three regions have diverse natural resources based on superiority and location, representing the southern, northern, and central regions of the province of South Sulawesi. The research instrument is a questionnaire and interview guidelines and observations based on the content of the problem. Primary data analysis was carried out on the results of questionnaires and statements or statements put forward by the informants. Meanwhile, secondary data analysis was carried out by describing all potential regional data previously available or documented in each region and then analyzing its linkages with primary data obtained from informants.

## **RESULTS AND DISCUSSION**

### **1. Regional Leading Economic Potential**

Regional superior economic potential is interpreted as natural resources, artificial resources, and development, as well as human resources that can be utilized to improve people's welfare and efforts to develop regional capabilities (Sumihardjo in Subagiyo, 2017). Indicators of regional superior economic potential can be seen in the Gross Regional Domestic Product (GRDP) of South Sulawesi in 2021, which consists of 18 business sectors, including 1) agriculture, forestry, and fisheries, 2) mining and quarrying, 3) processing industry, 4) procurement of electricity, gas 5) procurement of water, 6) construction, 7) wholesale and retail trade, repair of cars and motorbikes, 8) transportation and warehousing, 9) provision of accommodation and food and drink, 10) financial and insurance services, 11) information and communication, 12) financial services, 13) real estate, 14) corporate services, 15) mandatory defence and social government administration, 16) education services, 17) health services and social activities, and 18) other services. Based on the Gross Regional Domestic Product (GDP) size at current prices in the first quarter of 2022, South Sulawesi's economy reached IDR 136.69 trillion. However,

South Sulawesi's economy could reach Rp in the previous quarter, namely quarter IV-2021. 142.06 or experienced a contraction of -5.77 % (q-to-q). Almost all categories experienced contraction. The Construction category experienced the deepest contraction at -20.33 %, followed by Wholesale and Retail Trade for Car and Motorcycle Repairs by -17.16 %, then Mining and Quarrying by -12.96 %.

From the production side, the agricultural, forestry, and fishery business fields experienced the highest growth of 17.03 %. Whereas in the first quarter of 2022, against the first quarter of 2021, it experienced a growth of 4.27 % (y-on-y). From the production side, Business Fields in the electricity and gas procurement sector experienced the highest growth of 19.82 %. The Gross Regional Domestic Product (GRDP) description is as follows.

**Table 1. GRDP Value of South Sulawesi Province According to Business Field at Current and Constant Prices 2010 Quarter I-2021, Quarter IV-2021, and Quarter I-2022 (trillion rupiahs)**

Business field	Valid Price		2010 Constant Price			
	Quart er I- 2021	Quarter IV- 2021	Quart er I- 2022	Quarter I- 2021	Quarter IV- 2021	Quarter I- 2022
A. Agriculture, Forestry, and Fishery	29,29	26,67	32.03	17,14	14.96	17.50
B. Mining and Excavation	5,81	7,10	6,54	3.96	4.49	3.91
C. Industry Processing	15,73	18.83	17.90	10.30	12.06	11.24
D. Procurement of Electricity, Gas	0.08	0.11	0.10	0.08	0.10	0.09
E. Procurement Water	0.13	0.14	0.13	0.10	0.11	0.10
F. Construction	17,15	22,39	18.25	9.70	12,22	9,74
G. Wholesale and Retail Trade; Car and Motorcycle Repair	16,47	21.94	18.40	11,14	14.50	12.02
H. Transportation and Warehousing	4.00	4.83	4.92	2.39	2.79	2.74
I. Provision of Accommodation and Meals Drink	1.56	1.86	1.80	1.05	1.23	1.18
J. Information and Communication	7,37	7.80	7,74	6,71	7.07	6.99
K. Service Finance	4.82	5.00	5,31	2.89	2.84	2.99

L. Real estate	4.80	5.04	5,16	2.92	3.05	3.06
M, N. Corporate Services	0.56	0.68	0.64	0.34	0.42	0.39
O Mandatory Government, Defense, and Social Administration	5.85	6,24	5,62	3.59	3.74	3.37
P Education Services	6,84	7,73	7.06	4.73	5,32	4.86
Q Health Services and Social Activities	2.92	3.68	3,23	1.82	2,27	2.00
R,S,T,U. Other Services	1.67	2.02	1.88	1.08	1.29	1.18
Gross Regional Domestic Product (GRDP)	125.0 5	142.06	136,6 9	79.95	88.46	83,36

Source: Secondary Data of the South Sulawesi Central Bureau of Statistics for 2022

The development of South Sulawesi's superior economic potential can also be seen from the realization of exports in South Sulawesi Province in the 1st quarter for the period January - March 2022, which experienced an increase of 45.60% compared to the realization in the 1st quarter of 2021.

The export realization for the first quarter of 2022 reached US\$ 490.97 million or IDR 6.97 trillion. Meanwhile, the export value for the first quarter of 2021 was US\$ 337.21 million or IDR 4.78 trillion. There are 3 export sectors from South Sulawesi: agriculture, fisheries, industry, and mining. These three sectors have seen an increase in the rate of development of their export value. The agriculture-fisheries sector for quarter 1-2022 was valued at US\$ 88.52 million or Rp. 1.25 trillion, an increase of 42.71% (yoy) compared to quarters 1-2021, valued at US\$ 62.03 million or Rp. 880 billion. The industrial sector also experienced an increase of 6.56% (yoy). For quarter 1-2022, it was valued at US\$ 55.22 million or Rp. 784.23 billion, while for quarters 1-2021, it was valued at US\$ 51.82 million or Rp. 735.92 billion. The rate of increase in exports also occurred in the mining sector. In quarter 1-2022 valued at US\$ 347,21 million or IDR 4.93 trillion, an increase of 55.46% (yoy), when compared to quarters 1–2021 which was valued at US \$ 223.35 million or IDR 3.17 trillion. South Sulawesi's 10 main export commodities in the 1st Quarter of 2022 are nickel, seaweed, fresh shrimp, carrageenan, cocoa beans, octopus, processed fish, crab meat, processed shrimp, and wheat bran. South Sulawesi's top 10 main export destinations are Japan, China, India, the United States, Malaysia, Vietnam, Russia, the Republic of Korea, the Philippines, and the Netherlands.



South Sulawesi's export value in May 2022 was US\$ 186.77 million. This figure has decreased by 5.22 % compared to the export value in April 2022, which reached US\$ 197.05 million. Meanwhile, the results for May 2022 were recorded to have increased by 74.56 % from conditions in the same month the previous year, which reached US\$ 106.99 million. The five primary commodities exported in May 2022 are Nickel; iron and steel; oily grains; Salt, sulfur, and lime; as well as lacquer, gum, and resin, with respective percentage distributions of 61.38 %, 16.18 %, 12.15 %, 3.04 %, and 2.63 %. Most of the exports in May 2022 were destined for Japan, China, Taiwan, the Philippines, and Fiji, with 63.78 %, 32.68 %, 1.69 %, 0.75 %, and 0.48 %.

The increase in the rate of export value is inseparable from the performance of local government officials, cities, districts, and South Sulawesi provincial government officials. Exported agricultural commodities from South Sulawesi include spinach, cocoa beans, coffee beans, coconuts, mangosteen, nutmeg, sandworms, cloves, resin, clove stalks, gambier, pine resin, red ginger, powdered red ginger, white ginger, cardamom, cinnamon, red chilli, pepper, cashew logs, siong grass, taro satoimo, and vanilla. Meanwhile, fishery commodities from South Sulawesi that are exported include squid, bubble fish, octopus, fresh sea fish, flying fish, shrimp heads, live crabs, clams, fish shells, clam shells, lobsters, seaweed, shark fins, and fish eggs. flying, sea cucumbers, squid bones, and fresh shrimp (sukselprov.go.id/welcc).

Tourism is one of the other potential sectors as the mainstay of South Sulawesi's economy. The tourism sector in South Sulawesi is a source of foreign exchange and contributes to the state revenue budget. South Sulawesi has a variety of tourist objects, both natural tourism such as mountainous nature, marine tourism, agro-tourism, unique cultural tourism, and a variety of fascinating cultural traditions and arts. As a result of the Covid 19 pandemic, from 2020 to 2021, the tourism sector in South Sulawesi did not contribute enough to South Sulawesi's GRDP until it reached 0 %. However, since May 2022, the tourism sector in South Sulawesi has started to revive, and there have been 364 visits by foreign tourists to South Sulawesi, an increase of 121.

## **2. Performance of Local Government Apparatuses**

### **Work performance**

Performance is a person's job success (Lawler and Porter 1967). Sedarmayanti (2001) defines performance as performance, work performance, work implementation, work achievement, or work results/for work/work performance. An employee's success in

completing work can be used as a measure of organizational success in achieving the vision and mission of the organization. The success or failure of potential regional development depends on an increase in the performance of local government apparatus supported by their abilities and expertise. In this study, the performance of local government officials is examined, namely workability, as evidenced by their work performance in developing regional economic potential according to existing business fields. Based on data on economic developments in South Sulawesi's GRDP until the first quarter of 2022, it shows a contraction of -5.77 % from the previous quarter (quarter IV 2021). However, the performance of local government employees can still increase exports, especially in agriculture, fisheries, and mining, with an increase of 45.60% with an export value of \$490.97 million or IDR 6.97 trillion. It shows that the performance of local government employees can still be well developed in developing their economic potential. 60% with an export value of \$490.97 million or IDR 6.97 trillion. It shows that the performance of local government employees can still be well developed in developing their economic potential.

Based on the results of a survey of 5 agencies that have the potential to manage superior economic potential, namely the Food Crops and Horticulture Service, the Maritime Affairs and Fisheries Service, the Forestry Service, the Energy and Mineral Resources (ESDM) Service, and the Culture and Tourism Office, it shows that 79% of employees can complete work in a week according to the number of jobs given. Only 17% of employees can complete the work given in less than a week. The types of work in the 5 departments consist of internal organizational work, namely administrative, technical tasks, and work in the field. For work in the Food Crops and Horticulture Agriculture Service including the horticulture sector, plantation sector, infrastructure and facilities sector, food crop sector, food plant seed centre,

Jobs at the Maritime Affairs and Fisheries Service include the field of supervision of marine and fisheries resources, the field of aquaculture and the competitiveness of marine and fishery products, the field of management and spatial planning of the sea, coasts, and small islands, the field of capture fisheries, the Center for Product Quality Implementation fisheries, and Brackish/sea water aquaculture.

Work in the Forestry Service includes protecting and conserving living natural resources and ecosystems, forest planning and utilization, managing and rehabilitating watersheds, forest plant certification, seeding centres, and counselling and social forestry. Then work in the Department of Energy and Mineral Resources includes

new renewable energy and electricity, control, and evaluation, geology and groundwater, minerals and coal, laboratory services, energy, and mineral resources. While work at the Culture and Tourism Office includes: building tourist objects and attractions, building tourism facilities businesses, marketing development, and counselling. The following is a graph of the time achievements of local government officials.

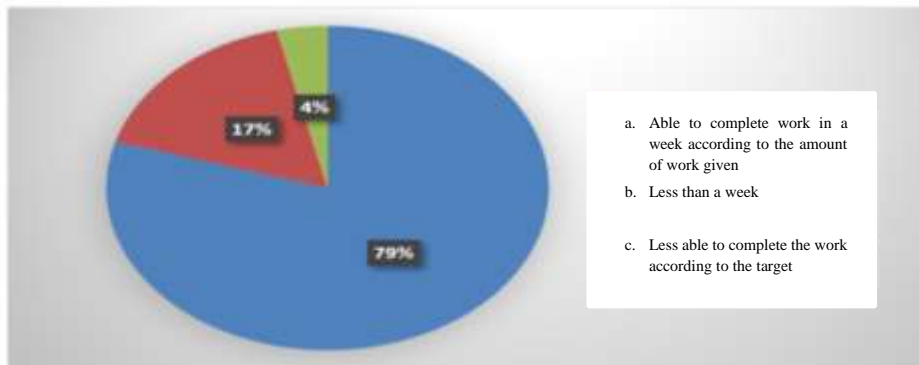


Figure 1. The results of the work of local government officials

The minimum number of employees who can carry out their duties in less than a week, namely only 17% of employees from the 5 departments, is caused by several factors, namely ability and expertise factors, individual factors, psychological factors, and organizational factors which include resource factors, leadership, awards, and structural factors and job design. These factors must be addressed immediately so South Sulawesi's economic growth performance accelerates the following year.

One of the determining factors for the performance of good government officials is job design, namely the process of determining the tasks to be carried out, the methods used to carry out the tasks, and how the work relates to other jobs within the organization (Rivai and Jauvani, 2011). Research results from 54 local government apparatus informants at the regency level and provincial level officials showed that 72% of employee respondents stated that they worked in addition to their primary duties in the given field. i.e., there are other additional tasks, and only 28% work according to the tasks given. It means that most of the local government apparatus employees are burdened with additional tasks beyond their primary duties, as shown in the following graph:

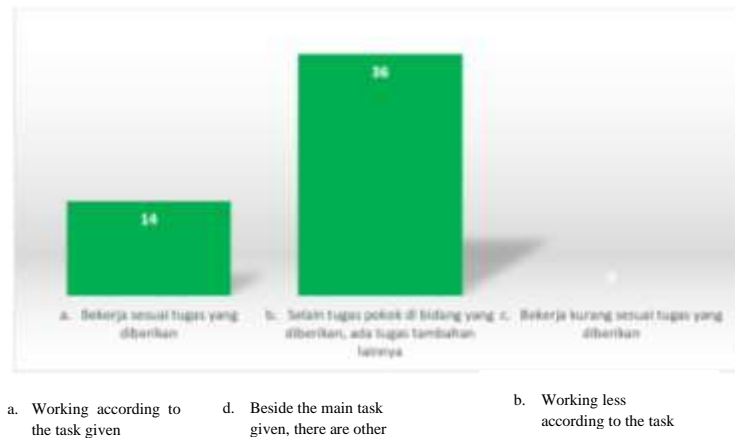


Figure 2. Job Design for Local Government Officials

What is meant by additional assignments are assignments that do not have to be accepted by someone who works in a particular agency. However, as an employee with integrity, it will be much better to accept the assignment. These additional tasks include forming a special work team to accelerate problem control for each agency, task education, and training, assisting groups of farmers and fishermen, participating in competitions at the national level, and other structural tasks. Additional tasks outside of the main tasks can have positive or negative consequences on the achievement of employee performance in the organization. It can bear positive fruit if employees have sufficient time to complete their work and are supported by the availability of work facilities and infrastructure available at the agency. Then supported by good working relationships, teamwork, and leadership that run consistently. However, these additional tasks can also bear negative or destructive consequences if psychological and organizational factors are not supportive, so the work cannot be completed according to the allotted time. A person's performance will be high because they have high abilities and the employee has a hard worker type, especially if the employee gets an award for the achievements and is in a healthy work environment, safe from disturbances and other actions from the internal and external environment.

Based on the scope of duties and work of the 5 agencies as research loci, it seems that all of these agencies have quite an enormous scope of work with a broad organizational structure and high responsibility for supporting economic growth and managing the superior economic potential of the province of South Sulawesi. Specifically for the Energy and Mineral Resources Service and the Forestry Service, organizational governance has been delegated to the provincial government as an extension of the central government

through Government Regulation (PP) Number 25 of 2021 concerning the Implementation of the Energy and Mineral Resources Sector and Presidential Regulation Number 55 of 2022 concerning Delegation Issuance of Business Licensing in the Field of Mineral and Coal Mining. Likewise, governance in the forestry sector has been transferred to the provincial government as an extension of the central government through Government Regulation (PP) Number 23 of 2021 concerning Forestry Management. This PP regulates forestry planning that affects employee performance. The main objective of transferring the authority of the two service institutions from the city/district regional government to the central government is to improve the performance of the apparatus and to increase the control over the energy production of mineral resources and forestry resources, the main objective of which is to increase the source of state income from these two potential economic sectors. However, this central government policy certainly affects the regional autonomy authority of each district and city in South Sulawesi, especially concerning regional revenue sources from the Energy and Mineral Resources sector and the forestry sector. Thus the performance of local governments will also decrease due to the transfer of authority. The transfer of most of the authority to manage energy and mineral resources from the regency/municipality regional government to the provincial government is also intended so that the management of the region's superior potential can be more controlled and achieve the target of realizing growth in gross regional domestic product and high export value every quarter.

This policy affected the increase in exports in the mining sector. It is evident from the data on the realization of export values from all sources of business fields, which increased significantly in the first quarter of 2022 worth US\$ 347.21 million or IDR 4.93 trillion, an increase of 55.46% when compared to quarters 1–2021 which value of US \$ 223.35 million or Rp. 3.17 trillion. The rate of increase in exports includes that achieved in the mining sector. Therefore this achievement follows the expected output and is stated by 50 people or 94% of official structural respondents at 5 research location offices, as shown in the following graph.

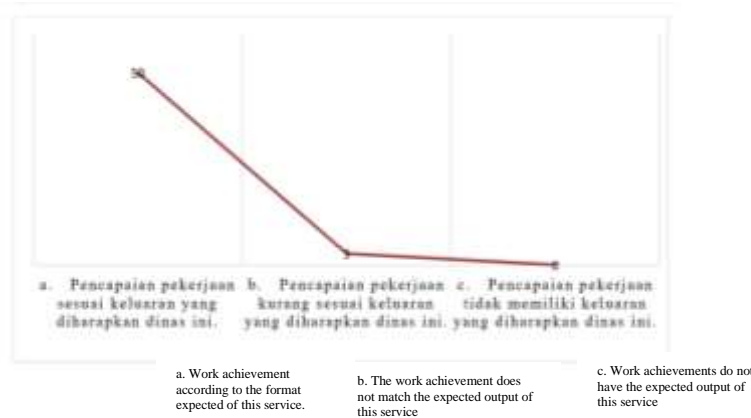


Figure 3: Statements of Respondents about Work Achievements, According to the Expected Outputs

### Work productivity

The performance of regional and provincial governments, which are coordinated with each other with quite an enormous scope of work and with a broad organizational structure and high responsibilities, will provide significant benefits if it has implications for increasing the work productivity of government officials. The work productivity of employees as government officials can be assessed by several parameters: 1) the quantity of work or the amount of work produced by government officials, 2) the quality of work, and 3) the punctuality of work. The quantity of work of local government officials in developing superior economic potential at each institution or service exceeds the main task given because of additional tasks beyond the main task, as previously described in Graph 3. If the quantity of work is accompanied by good quality of work, work productivity will also have better results. As many as 52 apparatus or 96% of government apparatus employees in 5 local and provincial government agencies have pretty good work productivity, and 2 people, or 4%, feel less productive in their work, as shown in the following graph:



Figure 4 Work Productivity of Regional and Provincial Government Officials

However, the punctuality of working time, especially the initial working time, still needs to be improved according to working hours as government officials. The work discipline of the State Civil Apparatus has regulated in Act Number 5 of 2014 Article 1, that Civil Apparatus is a profession for civil servants and government employees with work agreements working in government agencies. Meanwhile, the rules for working hours are regulated in the Circular of the Minister of Administrative Reform and Bureaucratic Reform Number 16 of 2022, which explains that the number of effective working hours for central and regional agencies that carry out five or six working days fulfils a minimum of 37.5 hours per week. This good work productivity will increase South Sulawesi's economic growth in 2021. South Sulawesi's macro indicators show a reasonably good trend in all business sectors. It also shows that the South Sulawesi province's regional government apparatus can develop jobs with a high sense of responsibility and uphold morality and the rule of law at work. The legal issues that ensnared the Governor of the Regional Head of South Sulawesi Province with several government officials on February 16, 2021, became a severe test of the government in South Sulawesi. However, after 4 quarters of the government running until July 2022, the government's performance is running again conductively, as evidenced by the work productivity achieved as the best province nationally.

### **3. Performance Supporting Factors**

#### **Work Coordination**

Regional and provincial government performance can run well if it is supported by coordination. As local and provincial government institutions, it is obligatory to coordinate between departments or between departments within the agency. In general, coordination is the ability to perform movements with various difficulty levels quickly, efficiently, and accurately in cooperation. Coordination aims so that the activities carried out produce a uniform and harmonious action on predetermined targets. Coordination aims to prevent conflicts, produce the best possible efficiency in various activities, and maintain an atmosphere of mutual care in each work unit to maintain performance. The South Sulawesi Central Statistics Agency (BPS) for 2022 release that the performance process for South Sulawesi Province showed a good trend, and all indicators were statistically very coherent and continued to show a trend of economic growth in 2021, experiencing a positive trend which grew 4.65% compared to 2020 which contracted -0.71%. South Sulawesi's macro indicators showing this trend range from economic growth, inflation, poverty, inequality levels, employment, and the human development index (IPM). In line with this, the study results

show that coordination between local government officials and the province of South Sulawesi also shows good progress in performance. It was stated by 92% of the 53 structural official respondents that all work is coordinated and interrelated so that other work can be input for other work. This statement can be seen in the following graph.

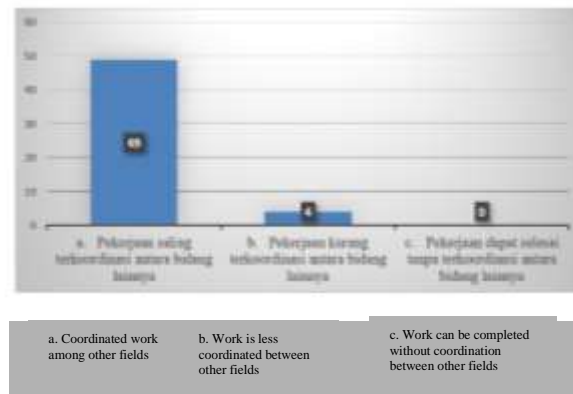


Figure 5: Statements of Respondents About Coordinating and Interrelated Work

#### Awards and Sanctions (Rewards and Punishment)

Work performance and work productivity of regional and provincial government officials have shown good performance and received awards according to the achievements obtained. It is known from the majority of employees who have received awards based on work performance achieved. When viewed from the indicators of the awards received, the human resources of the South Sulawesi provincial employees are generally included in the category that has received the most awards. It can be seen from the majority of outstanding local government employees, as evidenced by their awards. This data can be seen from the number of local government employees who have received awards in their respective fields of work according to the data in the following graph:

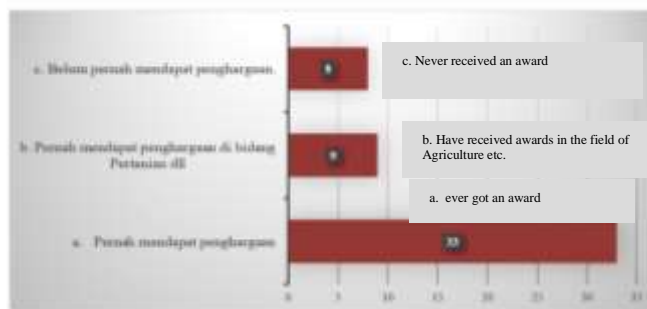


Figure 6. Awards for Achievement (recognition) of Regional Government Officials in carrying out their work



As many as 66% of local government employees have received awards according to their respective fields of work in agriculture, fisheries, forestry, mining (ESDM), and the tourism sector. While 18% have received awards for work in other fields. These types of awards include Main Achievement Services in the agricultural sector, awards for forestry extension officers, awards for employees who help the community in preserving mangrove forests, awarding gold pins to outstanding employees, awarding certificates, trophies, medals, promotions, granting higher positions. Moreover, other types of promotion aimed at increasing employee motivation and performance. According to Hasibuan (2007), the objectives of awarding include cooperation bonds, job satisfaction, effective procurement, motivation, employee stability, and discipline. Awarded work motivation will further encourage increased work results achieved by officials or a group of employees within the scope of the South Sulawesi provincial service.

In addition to the award, sanctions were also given to local government officials who lacked discipline and were unable to carry out their duties properly, ranging from light sanctions in the form of warnings or written warnings, transfers, demotions, delays in promotions, to severe penalties in the form of termination of status as state civil apparatus. Punishment is a threat of punishment that aims to improve the performance of violating employees, maintain applicable regulations and teach lessons to violators (Mangkunegara, 2000). Punishment aims to improve a person and motivate employees and government officials to work. The implementation of punishment in 5 local government agencies and the province of South Sulawesi is still going well, following the staffing rules as stated by 31 people or 56% of respondents from local government officials. Then 23 people, or 42%, stated that the punishment/sanction or punishment was not applied, as shown in the following graph.

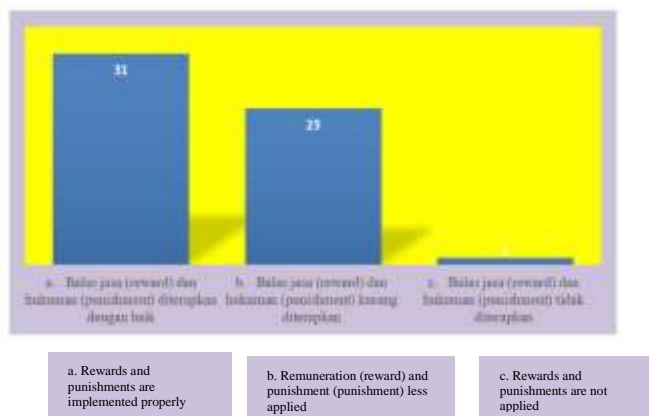


Figure 7. Implementation of Rewards and Punishments to Support the Work Environment

Types of violations committed to the point of receiving sanctions or punishment include sanctions for officials who violate the SOP, problems with official travel, quality of services provided to the community, discipline at work, and others. The sanctions range from written warnings and delays in promotions to removal from office for officials who violate them. Giving sanctions or punishments will affect the increase in work motivation and provide a deterrent effect for violators. Therefore, reward and punishment must be applied consistently without discrimination between one offender and another.

### Work Supervision

Work supervision is systematic leadership activities that compare, ensure, and guarantee that the goals, objectives, and organizational activities will be carried out correctly and follow standards, plans, and instructions. The purpose of supervision is to avoid the possibility of fraud or irregularities, both related to the budget (budgeting) or process (procedure), or authority (authority). The types of supervision carried out are 1) preventive, repressive, and general supervision, 2) direct supervision and indirect supervision. And 3) formal and informal supervision. The implementation of work supervision at the 5 regional and provincial government offices carried out by superiors/leaders at each institution runs optimally so that the goals of each agency can be achieved. As many as 94% of official apparatus respondents in the 5 agencies stated that supervision was always carried out by superiors/leaders at work, and only 6% stated that supervision was not carried out in an uncertain time, as shown in the following graph.



Figure 8. Supervision of the Work of Local Government Officials

Work supervision at the South Sulawesi Energy and Mineral Resources Service is carried out on; 1) good and correct mining business management to increase mineral and coal production, 2) supervising access to information and quality of infrastructure services so that data and information on geology, mineral resources, coal, and geothermal

resources are available as well as exploration and supply of groundwater and 3) supervising the fulfilment of community energy needs based on new, renewable energy and energy conservation so that alternative energy sources are available. Then work supervision at the Food Crops Agriculture and Horticulture Service towards; 1) increasing the production capacity and productivity of the primary commodities of food crops, horticulture, and plantations. 2) decrease in yield loss during harvest. 3) decrease in the percentage of attacks by plant pests (opt). 4) increased use of quality and certified seeds. 5) the availability of irrigation networks and farm roads. 6) the availability of agricultural equipment and machinery, as well as the availability of fertilizers for farmers. 7) increasing the professionalism of farmer institutions and supporting farming. 8) the effectiveness of farmer group agribusiness efforts. 9) facilitation of capital aspects for farmers and agricultural business actors. 10) strengthening agricultural institutions and increasing the capacity and competence of agricultural extension personnel. Meanwhile, work supervision at the Department of Marine Affairs and Fisheries includes the management of fisheries and marine resources sustainably and creating a conducive climate for the development of fishery businesses. Likewise, the priority of work supervision at the South Sulawesi Forestry Service includes 1) supervision of sustainable and sustainable forest management, 2) supervision of increasing community access and participation in forest management, and 3) supervision of the manifestation of professionalism in forestry administration. The supervision is aimed at restoring the function and increasing the productivity of the land with a variety of plant products in the form of wood and non-timber, improving the quality of the environment and reducing the pressure of illegal logging within state forest areas as well as providing employment and business opportunities, as well as increasing people's income. The overall supervision of the work aims to realize the vision of the South Sulawesi government to become a service-oriented, innovative,

The internal activities of regional and provincial government officials in supporting the improvement of apparatus performance, especially towards the development of superior economic potential in various business fields, are supported by the consolidation of apparatus through routine meetings, which are often held every month or whenever there are problems that need to be evaluated. The internal meeting was attended by officials and employees within the agency concerned and the Governor of South Sulawesi. Evaluation results are made in a document that is always available whenever needed in decision-making and is escorted by a work team so that the evaluation results achieve the expected work goals.

In addition to internal meetings, meetings were held with external parties together with the South Sulawesi Regional People's Legislative Council (DPRD) as the oversight institution for all the implementation of rules carried out by the South Sulawesi work apparatus service. As many as 76% of regional and provincial government officials stated that they often held external meetings with the DPRD to monitor local government officials' performance, as shown in the following graph.

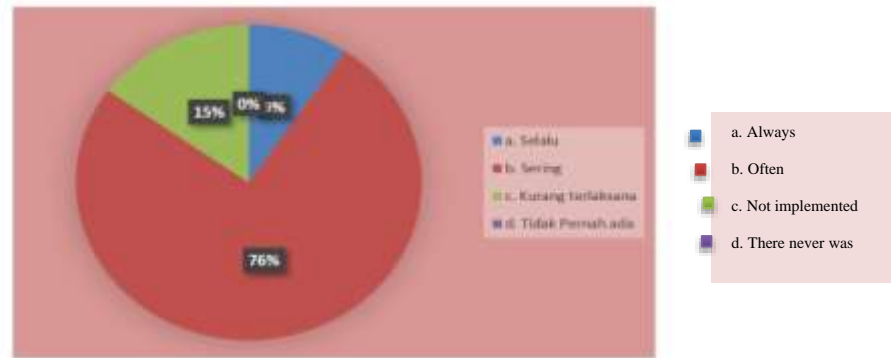


Figure 9. Activities of External Meetings with the DPRD

These external meetings are also often delayed or not carried out due to the tight work agenda of the technical department and the recess activities of board members.

External meetings are often held with other offices or agencies as a collaboration. For example, a coordination meeting with the Central Statistics Agency (BPS) of South Sulawesi to assess the performance of the achievement of the pace of economic development will be held in the first quarter of 2022. The joint coordination meeting with BPS produced performance and productivity reports for 5 management offices of the economic business field sector, which had been previously released.

## CONCLUSION

Based on the previous discussion, the results of this study can be concluded as follows:

1. Based on the Gross Regional Domestic Product (GDP) size at current prices in the first quarter of 2022, South Sulawesi's economy reached IDR 136.69 trillion. However, South Sulawesi's economy could reach Rp in the previous quarter, namely quarter IV-2021. 142.06 or experienced a contraction of -5.77 % (q-to-q). Almost all categories experienced contraction. The Construction category experienced the deepest contraction at -20.33 %, followed by Wholesale and Retail Trade for Car and Motorcycle Repairs at -17.16 %, then Mining and Quarrying at -12.96 %.
2. From the production side, the agricultural, forestry, and fishery business fields experienced the highest growth of 17.03 %.

Whereas in the first quarter of 2022, against the first quarter of 2021, it experienced a growth of 4.27 % (y-on-y). From the production side, the Electricity and Gas Procurement Business Field experienced the highest growth of 19.82 %.

3. The performance of local government employees still increased exports, especially in agriculture, fisheries, and mining, with an increase of 45.60% with an export value of \$ 490.97 million or IDR 6.97 trillion. This shows that the performance of local government employees can still be well developed in developing their economic potential.
4. Work productivity will also better results. As many as 52 apparatus, or 96% of government apparatus employees in 5 regional and provincial government service institutions, have pretty good work productivity, and 2 people, or 4%, feel less productive.
5. This good work productivity will increase South Sulawesi's economic growth in 2021. South Sulawesi's macro indicators show a promising trend in all business sectors. This also shows that the South Sulawesi province's regional government apparatus can develop jobs with a high sense of responsibility and uphold morality and the rule of law at work.
6. The study results show that coordination between local government officials and the province of South Sulawesi also shows good progress in performance. This was stated by 92% of the 53 structural official respondents that all work is coordinated and interrelated so that other work can be input for other work.
7. When viewed from the indicators of the awards received, the human resources of the South Sulawesi provincial employees are generally included in the category that has received the most awards. This can be seen in most outstanding local government employees, as evidenced by their awards.
8. As many as 94% of official apparatus respondents in the 5 agencies stated that supervision was always carried out by superiors/leaders at work, and only 6% stated that supervision was not carried out in an uncertain time.

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