

THE PERFORMANCE OPTIMIZATION ANALYSIS OF INSPECTORATES SUPERVISION FUNCTIONS REGIONAL DEVICE ORGANIZATION AT SUKABUMI REGENCY

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ABSTRACT

This research was conducted at the Sukabumi Regency Inspectorate with a study on Optimizing the Performance of Sukabumi Regency Inspectorate Employees in Carrying out Work Supervision Functions in Regional Organizations in the Sukabumi Regency Environment. This research started from the finding that several medium-term strategic goals were not achieved in the process of completing the work supervisory function which became an indicator that performance in 2016 to 2020 was not achieved optimally, so efforts were needed to support the optimization of employee performance in carrying out the work supervisory function. The informants in this study were employees of the Sukabumi Regency Inspectorate who were directly involved with the system to be analyzed by the researcher, so the number of informants who were deemed worthy were 11 informants.

To approach this problem, use the theory of Prwirosono in Edy Sutrisno. This research is a qualitative descriptive study. The data used in this study are primary data obtained from direct interviews of all employees involved in the implementation of the Work Supervision Function. Data collection techniques using interview techniques, observation and documentation. Then do the data analysis and translate the data obtained from the data that has been selected, and then draw conclusions. The results of this study can be concluded that: first, the results of the study indicate that the supervision carried out by the Regional Inspectorate of Sukabumi Regency has not reached maximum supervision because it is hampered by the vastness of the Sukabumi Regency area, the lack of human resources, the uneven ability of employees, the uncooperativeness of the regional organizations when asked for information, , The lack of communication carried out by the leadership of regional organizations when facing problems that occur in the field. The two efforts were made to overcome these obstacles by increasing the number of experts, increasing the ability of employees through training, building positive communication with all regional organizational leaders, and changing the paradigm of supervision to become more friendly.

Keywords: Performance Optimization, Inspectorate, Performing supervisory function.

INTRODUCTION

The paradigm shift in the administration of local government in Indonesia from a centralized pattern to a decentralized one has consequences for the greater delegation of authority from the central government to local governments. Whereas regional autonomy is intended to provide opportunities and flexibility to autonomous regions in regulating and managing the interests of local communities. However, broad authority requires optimal

supervision, because without supervision there are opportunities for irregularities and abuse of authority.

The implementation of regional government in Indonesia from a centralized pattern to a decentralized pattern has consequences for the greater delegation of authority from the (central) government to regional governments on the one hand, and on the other hand regional governments have great authority to regulate and manage their own households autonomously. The paradigm shift in the pattern of regional government administration was confirmed by the enactment of Law Number 23 of 2014 concerning Regional Government prioritizing the principles of broad, real and responsible autonomy. Broad autonomy means that regional heads are given the task, authority, rights and obligations to handle government affairs that are not handled by the central government so that the content of autonomy possessed by a region has many varieties and types. Local governments, in administering local government, are carried out through organic functions of government management which include planning, implementation, monitoring and evaluation are means that must exist and are carried out by management in a professional manner and in the context of achieving organizational goals effectively and efficiently.

This is marked by the demands of the community that will support the creation of a clean and authoritative, orderly and orderly government apparatus in carrying out its duties and functions in accordance with applicable regulations. This demand arises because of the reason that there are disgraceful practices carried out by government officials in general and local government officials in particular. One of the causes of irregularities among local government officials is the ineffectiveness of the implementation of supervision carried out by the existing agencies within the government. So to prevent this from happening, the inspectorate always works hard to evaluate and encourage the creation of optimization of the performance of employees in playing the function of work supervision.

In 2016 to 2020 all work targets can be completed by employees of the Sukabumi Regency Inspectorate, this is a very good achievement because what is targeted by the agency or organization can be achieved by all employees, this also shows the condition of the performance of the Sukabumi Regency Inspectorate employees. good, because all employees are able to carry out their roles very well, this is in accordance with the opinion of Miner in Edy Sutrisno (2015: 170) which states that performance is how an employee or an employee is able to work and function in the organization in accordance with what is expected by the organization according to the role it plays.

As for the achievement of the percentage of BPK-RI LHP recommendations that have been followed up by Sukabumi Regency Inspectorate employees, in this target employees are required to complete BPK-RI LHP recommendations which must be followed up for inspection in 2016 the realization of performance achievements this year for recommendations has not yet been received. completed by employees until 2018, this is due to limited human resources at the Sukabumi Regency Inspectorate in evaluating or carrying out work supervision functions, so that the performance realization target in 2016 to 2018 is considered to have no achievement. However, in 2019 employees have begun to complete several recommendations from BPK RI in carrying out the work supervision function so that the target achieved is 75% of the set target, this figure although not all the targets set have been achieved, but with this achievement it is considered that the employee has tried able to carry out their functions and achieve the best possible performance, in 2020 the achievement of employee performance in completing the work recommended by BPK RI rose to 77%

from the previous year, meaning that in 2020 it rose about 2%, from 2019, this is proof that employees able to provide the best performance achievement in 2020, although in general the work target was not achieved 100%. The unattainable performance is not without reason, it is because the condition of human resources at the Sukabumi Regency Inspectorate which is considered to be still lacking so that some work is still being done by the same person, this problem has been conveyed to the leadership, but until now it is still in the same condition. and there has been no addition of qualified human resources in this field.

From these conditions, it can be seen that the performance target of the Sukabumi Regency Inspectorate employee as a whole is considered less good, because the work targets given are not achieved according to the target, the work target is not achieved because the work supervision function carried out by employees towards regional organizations in Sukabumi Regency is considered inadequate. This was achieved due to the limited Human Resources owned and the vast area of Sukabumi Regency, so that it made it difficult for employees to carry out work supervision functions because the location and distance of each regional organization was very far. From these problems, researchers will examine how the Sukabumi Regency Inspectorate will make several effective steps in optimizing employee performance in carrying out work supervision functions, so that with the condition of existing human resources they can achieve the performance targets set by the organization in this case the Sukabumi Regency Inspectorate.

THEORETICAL FRAMEWORK

Human Resource Management

According to Schuler, Dowling, Smart and Huber in Tjutju yuniarsih and Suwatno (2016: 2), stated that:

Human resources management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilization of several function and activities to ensure that they are used effectively and fairly for the benefit of the individual the organization, and society.

The statement confirms that human resource management recognizes the importance of the organization's workforce as human resources that contribute to the achievement of organizational goals and provides assurance that the implementation of organizational functions and activities is carried out effectively and fairly for the interests of individuals, organizations, and society. Meanwhile, Human Resource Management according to De Cenzo and Robbins in Tjutju yuniarsih and Suwatno (2016: 2), states that:

"Human resources management is the part of the organization that is concerned with the "people" or human resource aspect of management position, including recruiting, screening, training, rewarding, and appraising".

From this opinion states that Human Resource Management is part of the organization that pays attention to the "people" or human resources aspects of management positions,

including recruitment, screening, training, awarding, and appraisal. Meanwhile, according to Werther and Davis in Tjutju yuniarsih and Suwatno (2016: 2) stated that:

“Human resource management is a system that consists of many interdependent activities. This activities do not occur in isolation virtually every one effects another human resources activity”.

From this opinion states that human resource management is a system consisting of many interdependent activities. These activities do not occur separately, almost every activity affects other human resource activities. From various opinions, experts state that Human Resource Management is an activity of management activities that are interrelated with one another, where the important factor in this system is humans who can contribute to organizational goals so that what is a common goal in achieving goals is achieved. organization.

Work Supervision

The existence of various types of development activities within the government requires more serious handling so that there is no waste and fraud that can result in financial losses to the state. To avoid this, a proper monitoring system is needed. This aims to maintain the stability of its implementation. Thus, if there are errors or deviations that are not in accordance with the goals to be achieved, then immediately steps are taken to straighten out the next activity so that its implementation is directed. Supervision is all processes in determining performance measures and taking actions that can support the achievement of the expected results in accordance with the performance that has been set. Supervision is part of the management function.

According to LAN (Armstrong) in Satriadi (2016, p.289) supervision is "a process of the activities of a leader to ensure that the implementation of organizational activities is in accordance with the plans, policies, and provisions that have been set". According to Sondang Siagian Atmodiwiryo in Satriadi (2016: 290) supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to the established plan. According to The Liang Gie (Atmodiwiryo) in Satriadi (2016, p.290) supervision is checking, matching and trying to ensure that the work is carried out in accordance with the predetermined plan and the desired results.

According to Handoko (2016: 25): "controlling is the discovery and application of methods and equipment to ensure that the plan has been implemented in accordance with what has been determined. This can be positive or negative. Positive monitoring tries to find out whether the goals of the organization are being achieved efficiently and effectively. Negative surveillance tries to ensure that unwanted or required activities do not occur or recur." Daulay (2017: 218) adds that supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. Supervision is all efforts or activities to find out and assess the actual reality regarding the implementation of tasks or activities, whether they are in accordance with what they should or not.

Dimensions of Work Supervision

The dimensions of work supervision according to Suhardi (2018:207) are:

1. To create better quality (to strive for better quality). In large-scale industrial inspectorates usually have a special section, namely Quality Control (QC), this QC section not only encourages the realization of the quality standards set, but is also able to make better quality.
2. To create a faster cycle (to speed up the cycle). If control is not carried out, the employees always work as they please and as they wish, the production or work that should have been completed by 15.15 wib could be delayed to 16.16 wib and it could even be unfinished. With the control function, the work can be completed on time even faster than the specified schedule.
3. To add value (to add value). In the implementation of the control function, there is always an evaluation in it. Evaluation of the control function always results in an increase in added value to the goods produced.
4. To facilitate delegation and teamwork (to facilitate delegation and teamwork). The larger the scale of the Inspectorate, it will encourage the leadership to delegate tasks and authority to be involved in the control function which is an extension of the Inspectorate leadership in working together in a team, thus it can be seen whether the employee has carried out the tasks that have been delegated to him or not. .

Various Monitoring Techniques

Based on the opinion of Koontz, et. al. Regarding supervision techniques, there are two ways to ensure that employees change their actions/attitudes that they have taken at work, namely by conducting direct control and indirect control. Direct control is defined as a control technique designed to identify and correct deviations from plans. Thus in this direct supervision, the leadership of the organization conducts direct supervision of the activities that are being carried out, namely by observing, researching, checking, and checking for themselves all the activities that are being carried out earlier.

While indirect supervision is defined as a supervision technique carried out by testing and researching work implementation reports. The purpose of this indirect supervision is to see and anticipate and be able to take appropriate action to avoid or correct deviations. Indirect supervision is very possible if the quality level of the leaders and their subordinates is high.

In Law Number 23 of 2014 Article 216 it is affirmed: The Regional Inspectorate as referred to in Article 209 paragraph (1) letter c and paragraph (2) letter c is led by an inspector. The Regional Inspectorate has the task of assisting regional heads in fostering and supervising the implementation of Government Affairs under the authority of the Regions and Assistance Tasks by Regional Apparatuses. The Regional Inspectorate in carrying out its duties is responsible to the regional head through the regional secretary

With regard to the supervision of the implementation of regional government, the provisions have been regulated in Government Regulation Number 12 of 2017 concerning Guidelines for Supervision of the Implementation of Regional Government which in Article 2 paragraph 2 explains that: efficiently and effectively to increase regional capacity in order to support the implementation of concurrent government affairs in accordance with the provisions of laws and regulations”.

Furthermore, Article 3 explains: "Supervision over the implementation of regional government includes the division of government affairs; regional institutions; staffing in Regional Apparatus; regional finance; Regional development; public services in the regions; regional cooperation; regional policies; regional heads and DPRD; and other forms of coaching in accordance with the provisions of the legislation."

According to Victor Situmorang and Yusuf Juhir (1994:21-22), the functional supervision is carried out by the functional supervision apparatus, namely: "supervision carried out by functional supervisory officers, both internal and external to the government, which is carried out on the implementation of general government and development tasks to comply with the plans and applicable laws and regulations."

METHOD

Research Model

According to Sugiyono (2017:9) Qualitative research methods are research methods based on postpositivism or entrepreneurial philosophy, used to examine the condition of natural objects, where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined observations, interviews, documentation), the data obtained tend to be qualitative, data analysis is inductive/qualitative, and research results are to understand meaning, understand uniqueness, construct phenomena, and find hypotheses".

In this study, the method used is descriptive qualitative research method, because this research will produce descriptive data in the form of written or spoken words from people and observable behavior. According to Josua, David and Heince (2017:40) the use of qualitative research with a descriptive approach is that the results achieved from this research can be used as good, clear and balanced recommendations for decision makers to support planning within the organization.

Unit of Analysis and Informant Profile

Unit of Analysis

According to Sugiyono (2016: 298) states that the unit of analysis is a unit that is examined which can be an individual, group, object or a social event setting such as individual or group activities as research subjects. In this study, the unit of analysis was all employees of the Sukabumi Regency Inspectorate. Because this is a qualitative research, the sample selection uses a purposive sampling technique, according to Sugiyono (2016: 85) stating that purposive sampling is a sampling technique with certain considerations. So that the unit of analysis in this study is the informant who is most considered to understand the situation and carry out the work supervision function in the field.

Informant Profile

To describe the results of the study, it must first begin with a general description, including a description of the informants involved in the research. The reason is that informants from the Sukabumi Regency Inspectorate employees who are involved in carrying out the work supervisory function in regional organizations need to be stated.

Table 3.1. Informant Profile

No	Informas	Jabatan
1.	Informant 1	Inspector
2.	Informant 2	Secretary
3.	Informant 3	Head Evalop
4.	Informant 4	Head of Sub-Devision of HRD
5.	Informant 5	Head of Planing
6.	Informant 6	Assistant Regioal Inspectors 1
7.	Informant 7	Assistant Regioal Inspectors 2
8.	Informant 8	Assistant Regioal Inspectors 3
9.	Informant 9	Special Assttant Inspectors
10	Informant 10	Seior PPUPD
11	Informant 11	Senior Auditor

Data collection technique

1) Observation

Based on H.B Sutopo (2002) said that observation techniques are used to explore data from data sources in the form of events, places or locations, objects, image recording fibers. Regarding this explanation, the author can understand that observation is a method of collecting data by researchers to observe or record an event by witnessing directly, and the author is usually a participant and observer in witnessing or observing an object of the event being studied. The author will make observations at the Suabumi Regency Inspectorate to find out how to optimize the performance of the Inspectorate in carrying out the supervisory function of the Sukabumi Regency Regional Apparatus Organization.

2) Interview

This interview is used for direct communication with informants to ask questions openly, so that the information obtained is complete and clear and related to the problem to be studied. This interview is a very effective and efficient technique, because it meets directly with informants who handle monitoring issues, the authors conduct interviews with informants and ask informants to express their opinions and ideas in answering the questions posed.

3) Documentation

Documentation studies are data collection techniques by searching, collecting, and studying documents relevant to research in the form of archives, reports, regulations, documents and other literature. The document can be in the form of writing, images, and so on that have high credibility. Documents here are important in qualitative research, especially various past events related to current conditions or events being studied. The author wants to find documentation on how to optimize the performance of the Inspectorate in carrying out the supervisory function of the Sukabumi Regency Regional Apparatus Organization.

Data Validation/Data Validity Test

The data validity test is a test that emphasizes validity and reliability tests. (Paper et al., 2018) In testing the validity of the data in qualitative research, it includes the credibility test, transferability test, dependability test, and confirmability test. In this study, the author uses a credibility test or trustworthiness of the data from qualitative research. Credibility test, among others, is carried out by; extension of observations, triangulation, and using reference materials (Sugiyono, 2012: 270-275).

- 1) Extended observations can increase the confidence or credibility of the data. Extension of observation means the writer returns to the field, makes observations, interviews again with data sources that have been encountered or not. This test is carried out to check again whether the data that has been obtained is correct or not.
- 2) Triangulation in credibility testing is defined as checking data from various ways and at various times. Thus there is triangulation of ***sources, triangulation of data collection techniques, and time.***
 - a. *Source Triangulation*
Source triangulation to test the credibility of the data is done by checking the data that has been obtained through several sources. Where the author also collects documentation. The author makes a source scheme in the form of reading previous similar studies and collecting data on informants.
 - b. *Triangulation Technique*
Triangulation techniques to test the credibility of the data is done by checking the data to the same source with different techniques. For example, not only relying on interview techniques, but also with observation techniques and document studies. The author finds out the document from the file section.
 - c. *Time Triangulation*
Time triangulation can also affect the credibility of the data. Time triangulation is done by the author checking with interviews, observations, and other techniques in different times and situations with the same question or code.

Data analysis

According to Milles and Huberman in Sugiyono (2010: 91) suggest that: Activities in qualitative data analysis are carried out interactively and take place continuously until complete, so that the data is saturated. Activities in data analysis, namely data reduction, data display, and conclusion drawing/verification". From this opinion, it can be concluded that data analysis activities in qualitative research consist of three streams of activities that occur simultaneously, namely data reduction or data reduction, data display or data presentation, and conclusion or drawing conclusions as something that is intertwined like a cycle process in the analysis process. data.

DISCUSSION

The performance of the Sukabumi Regency Inspectorate in carrying out the Supervision Function of the Sukabumi Regency Regional Apparatus Organization

According to Prwirosono in Edy Sutrisno (2015:176) states that there are several indicators that can affect employee performance in an organization, namely: 1) Effectiveness and Efficiency, 2) Authority and responsibility, 3) Discipline, 4) Initiative. For more details regarding the discussion of the dimensions that support the optimization of employee performance, namely:

Effectiveness and Efficiency

In relation to organizational performance, the measure of good and bad is always measured by effectiveness and efficiency. This also applies to employee performance where the main actors in the organization are employees, good and bad employees at work is how employees are able to work effectively and efficiently. Employees are said to be able to work effectively if they can work and are able to achieve work targets according to the time needed, so employees are always required to be able to work smarter, more active and able to manage time, so that what is a common target can be completed by employees on time. right.

While employees can be said to work efficiently if employees are able to work and achieve work targets in accordance with existing resources that have been planned by the organization, in completing the work of employees are always supported by existing resources, all employee needs from vehicle facilities, technological devices, parties Sukabumi district inspectorate always provides optimal support for improving employee performance in the field.

Based on the results of the study, it was found that all employees were able to complete the work in accordance with the set targets, it was seen from every field activity and reports provided by employees, all audit processes, work supervision, could always be carried out as well as possible with estimated processing time. Work targets can always be achieved by employees even without supervision from the leadership, this can happen because employees are able to work in accordance with the SOPs that have been implemented, the SOPs will regulate employees very strictly, starting from the use of resources, the use of supporting devices, so that the results obtained as expected by the organization.

Authority and responsibility

In a good organization the authority and responsibility have been properly delegated and regulated in SOPs, so that the authority and responsibility of employees are very clear, every employee is given the authority to work, this is an indicator that every employee has an organizational role to create maximum work results and can contribute to the achievement of the vision and mission in the organization, the granting of authority is carried out without any overlapping tasks. Each employee in the organization knows what their rights and responsibilities are in order to achieve organizational goals, so that with this condition, employees are free to work without worrying about disturbing the work of their colleagues, clarity of authority and responsibility of everyone in the organization. An organization will support the performance of the employee, because every employee will always try to complete his duties and responsibilities. Employee performance will be realized if employees are committed to the organization and are supported by high work discipline. So that

employees can achieve their best performance if they know what their responsibilities are and are able to carry out their functions in accordance with their duties and responsibilities at work.

Based on what was found in this study, it is known that employees can always be responsible for every work result, employees are always ready if in the future the results of their work are checked and evaluated by authorized officials, if there is a violation the employee is ready to receive sanctions. This is proof that employees are always ready with full responsibility for all the results of work carried out in the field. All employee work outputs are always based on quality standards set by the Sukabumi district inspectorate

Discipline

In general, discipline shows a condition or attitude of respect that exists in employees towards regulations and stipulations in the organization, disciplined attitudes are able to obey the rules and are willing to carry out organizational regulations with sincerity. According to Putu Ardiana, Nuridja, and Indrayani (2014:4-5) that discipline is more focused on the obedience of an employee and an employee's compliance with organizational regulations, as well as how an employee is able to digest every policy issued by the organization and carry out work in accordance with the description. profession. From this opinion it is very clear that discipline or discipline has an important role in achieving employee performance in an organization, with high discipline employees will be able to carry out every job in accordance with the rules without any deviations that can have a bad impact on the name of the organization. Employee discipline focuses more on employees being able to work in accordance with the rules and SOPs, so that the results of employee work achievements will not conflict with the rules and regulations made by the organization.

Based on the results of this study, employees can always complete work on time, all those stipulated in the employee regulations are able to carry out with full responsibility. The results of work achievements in the form of reports, audit techniques, technical supervision in the field are all always in accordance with the SOP provided by the Sukabumi Regency Inspectorate, so that under these conditions it is very clear that employees are able to work with high discipline, without any deviations in the field. , so that the achievement of employee performance can always be relied upon without defects and violations of the code of ethics.

Initiative

One's initiative is related to the power of thought, creativity in the form of ideas to plan something related to organizational goals. Every initiative should receive attention or positive response from superiors, if indeed he is a good boss. A bad boss will always prevent the initiative of subordinates, especially subordinates who are less liked. If the boss always hinders the initiative, without giving rewards in the form of clear and supportive arguments, the organization will lose energy or impetus to move forward. In other words, the initiative of employees in the organization is the driving force for progress which will ultimately affect performance.

Based on the results of this study, it was found that employees have been able to apply the concept of this initiative well, it can be seen from all the achievements of the work carried out by employees always in accordance with the plans made, because the work program provided by the Sukabumi district inspectorate will be re-translated by employees.

in the form of a work plan, in this context the employee has been judged to be able to make a good work plan. Another finding in this study is that every plan put forward by employees as long as the plan does not conflict with the goals of the organization and the work achievements that have been outlined, the leadership always warmly welcomes, and always provides full support.

Factors that hinder the optimization of the performance of the Sukabumi Regency Inspectorate in carrying out its supervisory function

From all the results of interviews and confirmation of all problems, the researcher can conclude that there are several factors that hinder the implementation of optimizing the performance of the Sukabumi Regency Inspectorate in carrying out the supervisory function, namely:

- a. With the wide area of Sukabumi Regency, it makes it quite difficult for employees to carry out work supervision functions because of the distance and time they have to travel.
- b. The lack of human resources, so that the achievement of work targets is not realized in a timely manner, due to the lack of experts in the field of auditing and supervisors.
- c. The ability of the Inspectorate of Sukabumi Regency is not evenly distributed, because certain jobs, such as auditing, can only be carried out by a few people.
- d. The leaders of regional organizations are not open when they are in the audit process, thus making it difficult for the Sukabumi Regency Inspectorate employees to complete their work because they have to find information and data independently.
- e. The lack of communication carried out by organizational leaders when facing problems in the field, so that the Sukabumi Regency Inspectorate is quite difficult to find valid data.

Efforts made to support the Optimization of the Performance of the Sukabumi Regency Inspectorate in carrying out the supervisory function

Based on the results of interviews with all informants, it can be seen that several efforts must be made to improve the Performance Optimization of Sukabumi Regency Inspectorate Employees in carrying out the supervisory function, namely:

- a. *Increase the number of experts*
Due to the vast location of the Sukabumi Regency area, so many regional offices and organizations are still not optimal due to limited Human Resources, so adding additional experts will be a solution to speed up the completion of work that is not covered by other employees.
- b. *Improving the ability of employees through training*
One of the ways to improve employee performance is to maximize the potential possessed by each employee, maximizing this potential will only be obtained if employees are always given the opportunity to increase their knowledge and abilities through continuous training.
- c. *Adding audit experts.*
The limited number of experts in the audit field, and the more work carried out by the inspectorate in the audit field, has forced the leadership to add human

resources in this field, this condition has been reported to the Sukabumi Regent, so that currently the condition is just waiting for additional experts.

Build intense communication with all leaders of regional organizations in the Sukabumi Regency area

Communication is important in building good relations, so by building intense communication, it is hoped that it can establish good relations between Sukabumi Regency Inspectorate employees and all regional organizational leaders, so that with this condition it can make it easier for the inspectorate to carry out the process of evaluating and supervising work because of the basis of communication. good behavior, making all organizational leaders open to all conditions faced in the field, making it easier for Sukabumi Regency Inspectorate employees to carry out work supervision functions so that employee performance targets are achieved to the maximum.

1. Changing the monitoring process paradigm

The current supervisory paradigm has always been a scourge to expose all organizational disgrace, so that many leaders of regional organizations always close themselves when the work supervision process is carried out, thus making it difficult for the supervisor to evaluate, with this condition the efforts made by the Sukabumi Regency Inspectorate are always building a positive image of the supervisory function carried out by the Sukabumi Regency Inspectorate by prioritizing a friendly, persuasive attitude, and this supervisory process was changed to a process for mutual correction and more humanistic, because in principle this work supervision function was carried out to ensure that what was planned by the government can be carried out by all organizational leaders based on applicable rules and laws, without any deviations in the field.

CONCLUSION

Based on the results of the discussion in the previous chapter, the researcher can draw conclusions regarding the Optimization of the Performance of the Regional Inspectorate in Performing the Function of Supervision of the Regional Apparatus Organization of Sukabumi Regency. In carrying out the Optimization of the Performance of the Regional Inspectorate in Performing the Function of Supervision of the Regional Apparatus Organization of Sukabumi Regency by using 4 dimensions, namely the Dimensions of Effectiveness and Efficiency, Dimensions of Authority and Responsibility, Dimensions of Discipline and Dimensions of Initiative, by maximizing these dimensions are expected to help improve the optimization of employee performance within the Inspectorate. Sukabumi Regency, but in its implementation of course there are several inhibiting factors, so from the data obtained, the researchers conclude as follows:

1. The following are the factors that hinder the Optimization of the Performance of the Sukabumi Regency Inspectorate in carrying out the supervisory function, namely:

- a. With the vast area of Sukabumi Regency, it makes it quite difficult for employees to carry out work supervision functions because of the distance and time that must be taken.
- b. The lack of human resources, so that the achievement of work targets is not realized on time, due to the lack of experts in the field of auditing and supervisors.

- c. The ability of the Sukabumi Regency Inspectorate is not evenly distributed, because certain jobs, such as audits, can only be carried out by a few people.
- d. The non-disclosure of regional organizational leaders when in the audit process makes it difficult for Sukabumi Regency Inspectorate employees to complete work because they have to find information and data independently.
- e. The lack of communication carried out by organizational leaders when facing problems in the field, so that the Sukabumi Regency Inspectorate is quite difficult to find valid data.

2. From several inhibiting factors, the inspectorate also made several efforts to support the Optimization of the Performance Optimization of the Sukabumi Regency Inspectorate in carrying out its supervisory function, namely by:

- a. Increase the number of experts
Due to the vast location of the Sukabumi Regency area, so many regional offices and organizations are still not optimal due to limited Human Resources, so adding additional experts will be a solution to speed up the completion of work that is not covered by other employees.
- b. Improving the ability of employees through training
One of the ways to improve employee performance is to maximize the potential possessed by each employee, maximizing this potential will only be obtained if employees are always given the opportunity to increase their knowledge and abilities through continuous training.
- c. Adding audit experts.
The limited number of experts in the audit field, and the more work carried out by the inspectorate in the audit field, has forced the leadership to add human resources in this field, this condition has been reported to the Sukabumi Regent, so that currently the condition is just waiting for additional experts.

2. Build intense communication with all leaders of regional organizations in the Sukabumi Regency area

Communication is important in building good relations, so by building intense communication, it is hoped that it can establish good relations between Sukabumi Regency Inspectorate employees and all regional organizational leaders, so that with this condition it can make it easier for the inspectorate to carry out the process of evaluating and supervising work because of the basis of communication. good behavior, making all organizational leaders open to all conditions faced in the field, making it easier for Sukabumi Regency Inspectorate employees to carry out work supervision functions so that employee performance targets are achieved to the maximum.

a. Changing the monitoring process paradigm

The current supervisory paradigm has always been a scourge to expose all organizational disgrace, so that many leaders of regional organizations always close themselves when the work supervision process is carried out, thus making it difficult for the supervisor to evaluate, with this condition the efforts made by the Sukabumi Regency Inspectorate are always building a positive image of the supervisory function carried out by the Sukabumi Regency Inspectorate by prioritizing a friendly, persuasive attitude, and this supervisory process was changed to a process for mutual correction and more humanistic, because in principle this

work supervision function was carried out to ensure that what was planned by the government can be carried out by all organizational leaders based on applicable rules and laws, without any deviations in the field.

Based on the results of the research discussion and the conclusions that have been described previously, the researchers provide several suggestions to support the Optimization of the Performance of the Sukabumi Regency Inspectorate Employees in carrying out the Supervision Function of Regional Apparatus Organizations in Sukabumi Regency, namely:

1. In carrying out efforts that support the optimization of employee performance in carrying out the work supervision function, several obstacles were found, suggestions for anticipating existing obstacles are:
 - a. Provide facilities that support employees for the implementation of work supervision, so that in carrying out employees are supported by adequate equipment with the amount of compensation that adjusts to the distance traveled.
 - b. Provide continuous training to all employees, to increase ability in their fields, so that existing human resources become more effective and efficient in carrying out their duties.
 - c. Provide positive socialization and education from the Sukabumi Regency Inspectorate to all regional organizational leaders so that they are open and cooperative to employees who carry out supervisory functions. So that when in the field the inspectorate employees no longer find obstacles to the leadership of regional organizations not cooperating and not cooperative in the evaluation process in supervising the work carried out.
 - d. Open friendly communication with all officials of regional organizations in the implementation of the supervision of the work carried out, so that the image of the supervision of work carried out by the Sukabumi Regency Inspectorate will be more positive.
2. For the Sukabumi Regency Inspectorate to always give tolerance to employees in providing reports on audit results from the field, because the location and distance traveled by supervisors in carrying out audits so that it takes a little time in the process of preparing reports, then for related parties to give awards to employees who are able to complete work on time, so that employees can work comfortably and the creation of a good environment will be a special spirit for employees at work. Furthermore, the leadership must be able to help solve problems that occur in the field with a persuasive approach with local organizations in the process of supervising the work carried out, so that it will change the thought that supervision is a frightening specter, into positive thoughts that work supervision is carried out. as a form of evaluation of the program that has been implemented whether it is in accordance with the rules or not. Furthermore, the Inspectorate continues to propose experts in the field of auditing to the Sukabumi Regent as calculated in the 2020 supervisory workload, why is this done because it supports the Sukabumi District Government's Vision and Mission as stated in the Sukabumi District Medium Term Development Plan (RPJMD) period 2016-2021, namely "The Realization of a Religious and Independent Sukabumi Regency".

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