

Local Government Performance Analysis Based on Value for Money in the Local Government of Bantaeng District

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Abstract

This study aims to determine and analyze the performance of the local government in Bantaeng Regency based on the value for money. The analysis method used is descriptive analysis. The data collection methods employed are interviews and documentation. The results of this study indicate that the performance of the Bantaeng Regency local government from 2015 to 2018, as measured by the economic ratio, falls within the economic criteria, with an economic ratio value of 97.01%. Furthermore, the performance of the Bantaeng Regency local government from 2015 to 2018, as evaluated by the efficiency ratio, meets the efficiency criteria, with an efficiency ratio value of 102.28%. However, the performance of the Bantaeng Regency local government from 2015 to 2018, as assessed by the effectiveness ratio, is categorized as ineffective, with an effectiveness ratio value of 92.37%.

Keywords: *Government Performance, Local Government, Value for Money.*

INTRODUCTION

Government organizations are a form of non-profit organization that aims to improve services for the general public. These services can take the form of increased security, improved quality of education, enhanced healthcare, and other improvements. Performance is a major concern for all organizations, whether they are in the business or public sector, to achieve good outcomes. Performance can be evaluated based on predetermined success criteria, such as goals or targets to be achieved. Performance measurement is necessary to assess the success or failure of an organization in achieving its goals and objectives. This measurement should be based on the operational characteristics of the organization and should define the indicators and measurements to be used.

Local governments must create a management system that supports regional operational activities. Local financial management and budgets are aspects that require careful regulation. Performance measurements are crucial for evaluating the accountability of local governments in managing their finances. Accountability involves not only showing how public funds are spent, but also demonstrating that they have been spent economically, efficiently, and effectively (Mardiasmo, 2011).

The measurement of local government financial performance involves comparing achievements in a given period with those in the previous period to observe trends in financial performance. Ratios such as

independence (fiscal autonomy), effectiveness, and efficiency, based on financial data from the Regional Budget (APBD), are used to gauge the financial performance of local governments. Cash flow statement analysis can serve as a medium for assessing the performance of local governments.

The ability or independence of a region refers to its capacity to utilize its own financial resources to meet regional financial needs, without relying heavily on assistance and subsidies from the central government. The financial management capability of local governments is reflected in the Regional Budget (APBD), which outlines their ability to fund development tasks, promote equity and justice, and leverage the potential of each region.

One possible evaluation method involves measuring and assessing performance from the budget planning stage to budget execution, using the concept of value for money. The concept of value for money, which is a fundamental principle of performance budgeting and good governance, encompasses three main elements: economy, efficiency, and effectiveness (Mardiasmo, 2011). The economy pertains to acquiring inputs of a specific quality and quantity at the lowest price, efficiency involves achieving maximum outputs with minimum inputs, and effectiveness is the extent to which program outcomes align with the set targets.

In addition to these three elements, some argue that value for money should include justice (equity) and equity or equality (Mardiasmo, 2011). Value for

money measurement is essential for various government agencies to enhance their performance. As the government paradigm shifts towards more efficient services, the demand for swift and effective service provision has become commonplace in society. Therefore, all government agencies should strive to improve their performance and employ comprehensive

performance measurements to gauge their progress toward achieving their vision and mission.

The performance of the Bantaeng Regency local government has not fully embraced the principles of value for money: economic, efficient, and effective. This is evident from the Regional Original Revenue (PAD) and revenue from other sources in the Bantaeng Regency over the past four years, as follows:

Table 1. Bantaeng Regency Local Government Revenue

Year	Income Type	Target (Rp)	Realization (Rp)	Difference (Rp)
		1	2	1-2
2015	Local revenue	49.811.344.927	43.800.069.886	6.011.275.041
	Transfer Income	717.126.165.235	712.295.312.284	4.830.852.951
	Other Legitimate Income	51.693.546.909	46.734.507.108	4.959.039.801
2016	Local Revenue	76.033.536.167	66.246.961.750	9.786.574.417
	Transfer Income	985.933.161.000	944.304.715.299	41.628.445.701
	Other Legitimate Income	48.024.371.375	29.331.520.704	18.692.850.671
2017	Local revenue	118.655.219.545	65.202.492.783	53.452.726.762
	Transfer Income	658.185.177.663	646.513.610.992	11.671.566.671
	Other Legitimate Income	37.889.167.750	32.491.136.896	5.398.030.854
2018	Local revenue	135.600.013.443	94.630.714.707	40.969.298.736
	Transfer Income	739.066.954.850	724.895.651.869	14.171.302.981
	Other Legitimate Income	33.463.473.000	25.254.640.000	8.208.833.000

Source: BPKD Bantaeng Regency 2019

Based on the data, it is evident that the Bantaeng Regency faces several regional financial challenges including the following:

1. Dependence on Central Government: This is indicated by the relatively small amount of Regional Original Revenue (PAD) received in comparison to Transfer Revenue.
2. Ineffective Performance: The local government of the Bantaeng Regency has not achieved effective performance. This is illustrated by the inability of the Bantaeng Regency Government to meet its targets such as generating local own-source revenue, transfer revenue, and other legally defined local revenue.

This study aims to determine and analyze the performance of local governments in the Bantaeng Regency based on the value-for-money principle.

METHODS

Object of Research

This study aims to analyze the performance of the Bantaeng Regency Regional Government, specifically focusing on the concept of Value for Money. The primary focus is on the Regional Financial

Management Agency (BPKD) within the Bantaeng Regency Regional Government.

Data Types and Sources

This study employed the following types of data:

1. Qualitative Data: Qualitative data, which cannot be quantified on a numerical scale, are used to provide insight into the general description of the research site. This includes information on the overall characteristics of the research site.
2. Quantitative Data: Quantitative data, measurable on a numerical scale, were drawn from the Bantaeng Regency Local Government Budget Realization Report (LRA) spanning the years 2015 to 2018.

The primary data source for this study was derived from research subjects through observations, experiments, or interviews, as outlined by Sujarweni (2015). The primary data collection method involved conducting interviews with representatives from the Bantaeng Regency Regional Government. Additionally, secondary data, consisting of information compiled in written documents from sources other than primary subjects, complements the research.

In this study, the techniques used to collect data were as follows:

1. Interview

An interview is a meeting of two people to exchange information and ideas through questions and answers so that meaning can be constructed on a particular topic (Sugiyono, 2015). The type of interview used by researchers was unstructured interviews related to the performance of the Bantaeng Regency Regional Government.

2. Documentation

Documentation is information that comes from important records of institutions, organizations, and individuals (Sugiyono, 2015). The documentation of this research is the collection of documents in the form of Budget Realization Reports (LRA) of the Bantaeng Regency Regional Government from 2015 to 2018.

Data Analysis Method

The analysis technique used in this study adapts to the research objectives and characteristics of the research data, and the data analysis technique can explain the research problem and answer the research objectives. The appropriate technique is to use quantitative descriptive analysis, namely, assessing the level of economics, the level of operational efficiency, and the effectiveness of achieving activity program targets. The data analysis technique used was to find the average value of each component of the value of money calculation, namely economic value, efficiency, and effectiveness, using the following formula.

Economic Measurement: Local government performance is said to be economical if the budget realization funds used are smaller than budgeted funds. According to Mahmudi (2010), the economic measurement is expressed by the following formula:

$$Economic = \frac{Input}{Input Value} \times 100\%$$

Description:

Input: Budget Realization

Input Value: Budget

According to Mahsun (2012), the economic criteria are:

- If the obtained comparison value is less than 100% ($X < 100\%$), it is economical.
- If the comparison value is equal to 100% ($X = 100\%$), it is economically balanced.
- If the comparison value is greater than 100% ($X > 100\%$), then it is not economical.

2) Efficiency Measurement

Local government performance is said to be efficient if output is greater than input. According to Mahmudi (2010), the measurement of efficiency is expressed by the following formula:

$$Efficiency = \frac{Output}{Input} \times 100\%$$

Description :

Output: Results achieved by program

Input: Budget Realization

According to Mahsun (2012), the efficiency criteria are:

- If the comparison value is less than 100% ($X < 100\%$), it is inefficient.
- b)
- If the comparison value is greater than 100% ($X > 100\%$), then it is efficient.

Effectiveness Measurement

Local government performance is said to be effective if output is greater than the outcome. According to Mahmudi (2010), the effectiveness measurement can be expressed by the following formula:

$$Effectiveness = \frac{Outcome}{Output} \times 100\%$$

Description:

Outcome: Realization of local revenue

Output: Target revenue of local revenue

According to Mahsun (2012:187), the criteria for effectiveness are:

- If the comparison value is less than 100% ($X < 100\%$), it is not effective.
- If the comparison value is equal to 100% ($X = 100\%$), the effectiveness is balanced.
- If the comparison value is greater than 100% ($X > 100\%$), then it is effective.

RESULTS AND DISCUSSION

Local Government Performance

Mardiasmo (2011) defines local government performance as the quality and quantity of work achieved by local governments in carrying out their duties in accordance with the given responsibilities. Mahmudi (2010) described local government performance as the level of achievement in implementing activity programs or policies to realize

the goals, objectives, vision, and mission of the organization outlined through strategic planning.

Based on the above definitions of government performance, it can be concluded that government performance involves a group of individuals in an organization with respective authorities and responsibilities working towards achieving goals, or a group of individuals, specifically civil servants within government agencies or institutions, carrying out government functions or tasks.

Performance measurement is a method used to assess the implementation of activities based on strategic plans, allowing the organization's progress to be understood and enhancing decision-making quality and accountability. According to Mahsun (2012), four performance measurement approaches are applicable to public sector organizations:

1. Budget Analysis

Budget analysis involves comparing budget expenditures with their realizations. The results yielded favorable (more significant) or unfavorable (less difference) variances. This technique focuses on financial inputs, the utilization of budget data, and realization. It evaluates the performance of government agencies. If the actual expenditure realization is smaller than the budget, the agency's performance is considered good, and vice versa.

2. Financial Statement Ratio Analysis

Financial statement analysis applies methods to financial statements and data to derive measures and relationships that are useful in decision-making. The financial ratio analysis compares the number of financial reports over a specific period. For nonprofit public organizations, financial ratios related to financing ability and the provision of public goods and services can gauge performance. Liquidity ratios assess short-term liability payment capacity, whereas solvency ratios measure assets financed by accounts payable.

3. Balanced Scorecard:

The balanced scorecard is a performance measurement for public sector organizations, involving financial and non-financial aspects translated into four perspectives: financial, customer satisfaction, internal business, and learning and growth.

4. Performance Audit (Value for Money)

A performance audit assesses the value of money by expanding beyond financial audits. Indicators include economy, efficiency, and effectiveness.

- a. Economic performance measures efficient expenditure by comparing actual expenditure with budget.
- b. Efficiency evaluates budget usage by comparing expenditure realization for revenue with revenue realization.
- c. Effectiveness assesses target achievement by comparing outcomes with outputs.

The value of money is integral to performance measurement in government organizations, considering inputs, outputs, and outcomes. It encompasses the economy, efficiency, and effectiveness. Value for Money involves managing organizations based on three elements: the economy (minimizing input waste), efficiency (maximizing outputs with inputs), and effectiveness (comparing outcomes with outputs).

Value for Money indicators is divided into cost allocation (economy and efficiency) and service quality (effectiveness) indicators.

Analysis of Local Government Performance Based on Value For Money in Bantaeng Regency Local Government from 2015 to 2018

The measurement of local government's financial performance involves comparing achievements over a specific period with those of the preceding period. This comparison enables the identification of financial performance trends. Several ratios are employed to gauge the financial performance of local governments using financial data sourced from the Budget and Expenditure Sheet (APBD). These ratios encompass indicators, such as fiscal autonomy, effectiveness, efficiency, and debt service coverage. Analysis of financial performance often utilizes cash flow statements to evaluate local government performance.

Value for Money and Performance Evaluation

One valuable evaluation approach involves assessing performance across the spectrum of budget planning and execution using the "value for money". This concept, which is rooted in the principles of performance budgeting and good governance, is not novel. As defined by Mardiasmo (2011), Value for Money (VFM) rests on three core elements: economy, efficiency, and effectiveness. The economy pertains to acquiring inputs of a specific quality and quantity at the lowest cost, minimizing wasteful expenditure. Efficiency involves achieving maximum outputs with minimal inputs, whereas effectiveness assesses the degree to which program outcomes align with predetermined targets.

The economic ratio portrays the extent to which the Bantaeng Regency Local Government's realized expenditures align with the expenditure budget outlined in the Budget Realization Report. The government's ability to fulfill its responsibilities is considered economical when the achieved ratio is less than 100%.

A lower economic ratio signifies a stronger ability of the local government.

The economic calculations for the performance of the Bantaeng Regency Government from 2015 to 2018 are presented in Table 2.

Table 2. Economic Ratio of Bantaeng Regency 2015 to 2018

Year	Expenditure Realization	Expenditure Budget	Economic Ratio (%)	Description
2015	86.163.084	172.326.169	50,00	Economical
2016	261.912.573	344.652.338	75,99	Economical
2017	2.177.130.582	2.178.097.962	99,96	Economical
2018	3.000.000.000	3.000.000.000	100	Economically
Total	5.525.206.239	5.695.076.469	97,01	Economical

Source: Data Processed 2019

Based on the results of the economic ratio analysis, it can be seen that the performance of the Bantaeng Regency local government in 2015 was in the economic criteria with a ratio level of 50.00% ($X < 100\%$) or with budget savings of Rp.86,163,085. In 2016 the performance of the Bantaeng Regency local government was included in the economic criteria with a ratio level of 75.99% ($X < 100\%$) or with budget savings of Rp.82,739,765. In 2017, the performance of the Bantaeng Regency local government entered the economic criteria with a ratio level of 99.96% ($X < 100\%$) or budget savings of Rp.967,380. In 2018, the performance of the Bantaeng Regency local government was included in the balanced economic category with a ratio level of 100.00%, meaning that the expenditure realization was in accordance with the Bantaeng Regency local government budget. Overall, the performance of the Bantaeng Regency local government from 2015 to 2018 was as follows:

- Economical: 75% (= 3 Years/4 Years x 100%)
- Economically Balanced: 25% (=1 Year/4 Years x 100%)
- Uneconomical: 0%.

In 2015 s.d. 2018 of the entire total budget by comparing the realization with the budget obtained 97.01%, which means that the performance of the Bantaeng Regency local government is included in the economic criteria ($X < 100\%$).

Efficiency Ratio Analysis in Measuring the Performance of Bantaeng Regency Local Government in 2015 to 2018

The efficiency ratio is a ratio that describes the Local Government's ability to realize expenditure compared to the ability to realize revenue based on the Budget Realization Report. To measure the level of efficiency in managing finances by looking at the comparison between the realization of the revenue budget and the realization of the expenditure budget. The ability of a region to carry out its duties is categorized as efficient if the ratio achieved is $<100\%$. The lower the efficiency ratio, the better is the ability of the region.

The calculation of the efficiency level for the performance of the Bantaeng Regency Government from 2015 to 2018 is presented in Table 3.

Table 3. Efficiency Ratio of Bantaeng Regency 2015 to 2018

Year	Expenditure Budget Realization (Rp)	Revenue Realization (Rp)	Efficiency Ratio (%)	Description
	1	2	2/1*100	
2015	775.395.766.139	802.829.889.278	103,54	Efficient
2016	1.072.129.932.861	1.039.883.197.753	96,99	Inefficient
2017	827.920.906.145	895.982.572.031	108,22	Efficient
2018	928.619.552.741	932.025.701.060	100,37	Efficient
Total	3.604.066.157.886	3.670.721.360.122	102,28%	Efficient

Source: Data Processed 2019

Based on the results of the efficiency ratio analysis, it can be seen that in 2015 the performance of the Bantaeng Regency local government was in the efficient criteria with a ratio of 103.54 ($X > 100\%$). In 2016, the performance of the Bantaeng Regency local government met the inefficient criteria, with a ratio of 96.99% ($X < 100\%$). In 2017, the performance of the Bantaeng Regency local government was an efficient criterion with a ratio of 108.22% ($X > 100\%$). In 2018, the performance of the Bantaeng Regency local government was an efficient criterion with a ratio of 100.37% ($X > 100\%$). Overall, the performance of the Bantaeng Regency local government from 2015 to 2018 was as follows:

- Efficient: 75% (3 years/4 years x 100%)
- Balanced Efficient: 0%
- Not Efficient: 25% (1 year/4 years x 100%)

From 2015 to 2018, from the entire budget by comparing the revenue realization with the expenditure

budget realization, a percentage of 102.28% was obtained, which means that the performance of the Bantaeng Regency local government is included in the efficient criteria ($X > 100\%$), but not yet optimal.

Analysis of Effectiveness Ratios in Measuring the Performance of Bantaeng Regency Local Government in 2015 to 2018

The effectiveness ratio describes the local government's ability to realize revenue compared to the revenue budget set based on local revenue, transfer revenue, and other legal revenues. The ability of local governments to perform their duties is categorized as effective if the ratio achieved is $>100\%$. The higher the effectiveness ratio, the better is the ability of the region to realize revenue.

The calculation of the effectiveness level of performance of the Bantaeng Regency from 2015 to 2018 can be seen in Table 4.

Table 4. Effectiveness Ratio of Bantaeng Regency 2015 to 2018

Year	Revenue Realization	Revenue Budget	Effectiveness Ratio (%)	Description
2015	802.829.889.278	818.631.057.071	98,07	Ineffective
2016	1.039.883.197.753	1.109.991.068.542	93,68	Ineffective
2017	895.982.572.031	1.012.908.306.403	88,46	Ineffective
2018	932.025.701.060	1.032.092.088.569	90,30	Ineffective
Total	3.670.721.360.122	3.973.622.520.585	92,63	Ineffective

Source: Data Processed 2019

Based on the results of the effectiveness ratio analysis, in 2015, it was in the ineffective criteria with a ratio of 98.07% ($X < 100\%$). In 2016, the Bantaeng Regency local government was ineffective, with a ratio of 93.68% ($X < 100\%$). In 2017, the Bantaeng Regency government was ineffective, with a ratio of 88.46%. In 2018, the Bantaeng Regency local government was ineffective, with a ratio of 90.30%. Overall, the performance of the Bantaeng Regency local

government from 2015 to 2018, as measured by the effectiveness ratio, consists of the following:

- Effective: 0%
- Effectively Balanced: 0%
- Ineffective: 100% (= 4 years/4 years x 100%)

In 2015 to 2018 from the entire total budget by comparing the revenue realization with the revenue budget, a percentage of 92.63% was obtained, which means that the performance of the Bantaeng Regency

local government is included in the ineffective criteria ($X < 100\%$) and needs to improve the facilities and infrastructure of revenue source services.

DISCUSSION

Economic Ratios in Measuring the Performance of Bantaeng Regency Local Government from 2015 to 2018

Benefit perception refers to the use of information technology that can improve merchant performance for users. Thus, if someone feels that by using QRIS, the performance in the transaction process is better, there will be interest in using it. Conversely, if someone feels that using a QRIS provides fewer benefits and reduced performance, it will reduce someone's interest in using it.

Economy (thrift) is the level of costs incurred to carry out an activity or obtain something. The economic level of a budget can be seen from the percentage of the achievement rate. The economic ratio describes the Local Government in realizing expenditure compared to the expenditure budget based on the Budget Realization Report. The economic ratio or cost change is said to be good if the level of expenditure realized is lower than the budget.

Based on the results of the study, it shows that the overall performance of the Bantaeng Regency local government from 2015 to 2018 as measured by the economic ratio is in the economic criteria with an overall ratio of 97.01%. The Bantaeng Regency Regional Government was successful in controlling expenditures. This shows that the Bantaeng Regency local government experienced budget savings from 2015 to 2018, where the expenditure realization was smaller than the expenditure budget.

The Bantaeng Regency local government from 2015 to 2018 used budget discipline when implementing government programs and at the end of the implementation period. Government programs did not include personnel expenditure, goods and services expenditure, interest expenditure, subsidy expenditure, grant expenditure, social assistance expenditure, and financial assistance expenditure. The realization of operational expenditure is smaller than the budget that has been set, indicating that there is no waste.

Efficiency Ratio in Measuring the Performance of Bantaeng Regency Local Government from 2015 to 2018

The efficiency ratio describes the ability of local governments to realize expenditure compared to the ability to realize revenue based on the Budget Realization Report. Local governments are said to be efficient if they can produce certain outputs with the lowest input, on the other hand, if the ratio of inputs is higher than outputs, it means that it is inefficient.

Based on the results of the efficiency ratio analysis, it can be seen that in 2015, the performance of the Bantaeng Regency local government met the efficiency criteria with a ratio of 103.54. In 2016, the performance of the Bantaeng Regency local government was in the inefficient criteria category, with a ratio of 96.99%. In 2017, the performance of the Bantaeng Regency local government was in the efficient criteria category with a ratio of 108.22. In 2018, the performance of the Bantaeng Regency local government was an efficient criterion with a ratio of 100.36%.

Based on Mahsun's theory, the Bantaeng Regency government is efficient with an average of 103.91% for 2015, 2017, and 2018, which means that the local government can reduce operational costs and maximize public service-oriented expenditures from year to year, while inefficient or inefficient is 96.99% or -3.01% for 2016, which causes the amount of regional expenditure to still exceed the amount of regional income.

Based on the results of the study, it shows that the overall performance of the Bantaeng Regency local government during 2015 to 2018 as measured by the efficiency ratio is in the efficiency criteria with an overall efficiency ratio level of 102.28%. The performance of the Bantaeng Regency Regional Government based on the measurement of the efficiency ratio is in the efficient criteria with a ratio of more than 100%. Thus, it can be concluded that during the 2015– 2018 timeframe, the financial performance of the Bantaeng Regency Regional Government was good because it could reduce the amount of regional expenditure. The costs incurred by the Bantaeng Regency Regional Government to obtain revenue were efficient. In other words, the Bantaeng Regency Government succeeded in increasing revenue beyond the realization of its expenditure.

Effectiveness Ratio in Measuring the Performance of Bantaeng Regency Local Government from 2015 to 2018

The effectiveness ratio is used to determine the ability of the Bantaeng Regency Regional Government to realize revenue compared with the revenue budget set based on the Regional Original Revenue, Transfer Revenue, and Other Legitimate Revenues.

Based on the results of the effectiveness ratio analysis, in 2015, it was in the ineffective criteria with a ratio of 98.07%. In 2016, the Bantaeng Regency local government was ineffective, with a ratio of 93.68%. In 2017, the Bantaeng Regency government was ineffective, with a ratio of 88.46%. In 2018, the Bantaeng Regency local government was ineffective, with a ratio of 90.30%.

According to Mahsun's theory, the Bantaeng Regency Government is effective at 0%, meaning that the amount of realization is not equal to the target and not more than the regional revenue target, while the Bantaeng Regency Government is ineffective at 92.63% (-7.37%), meaning that the revenue realization is lower than the regional revenue budget.

Based on the results of the study, it shows that the overall performance of the Bantaeng Regency local government during 2015 to 2018 as measured by the effectiveness ratio is in the ineffective criteria with an overall effectiveness ratio of 92.63%.

The performance of the Bantaeng Regency local government from 2015 to 2018 was ineffective, meaning that the realization of Bantaeng Regency local government revenue never reached the regional revenue budget plan. This is caused by:

1. Several local regulations and their supporters, or those adjusted as a result of the enactment of Law No. 28/2009 on Local Taxes and Levies, have not been fully effective.
2. This is because it is still in the socialization stage.
3. The ability of human resources or revenue collection officers still needs to be improved, as does the lack of public awareness and understanding of their obligations.

This means that the Bantaeng Regency government is less successful in achieving revenue targets, as evidenced by the acquisition of revenue realization that is smaller than the revenue budget. The Bantaeng Regency Regional Government must optimize the potential of existing revenue sources to increase Regional Original Income (PAD) and reduce

dependence on the central government, especially the assistance provided.

The Bantaeng Regency Regional Government has not succeeded in implementing programs properly to improve performance. The programs carried out include efforts to increase local taxes. Local taxes include hotel taxes, restaurant taxes, entertainment, billboards, parking, birds' nests, land, and building taxes. The steps taken include a study of the potential for local revenue, data collection and assessment of the potential for local revenue, and revision and evaluation of regulations relating to taxes and levies that are no longer appropriate. The Bantaeng Regency Regional Government conducts law enforcement so that taxpayers can pay taxes in an orderly manner. Taxpayers are reminded of their obligation to pay taxes, and given invoices and warnings if there is a delay in paying taxes.

Analysis of Local Government Performance Based on Value for Money in Bantaeng Regency Local Government 2015 to 2018

The performance measurement of government agencies is a management tool to improve the quality of decision-making and accountability to assess the success or failure of the implementation of activities in accordance with predetermined goals and objectives. One aspect of local governments that must be carefully regulated is the issue of local financial management and budgets. Performance measurement is important for assessing the accountability of local governments in managing local finances. Accountability is not just the ability to show how public money is spent, but also the ability to show that public money has been spent economically, efficiently, and effectively.

Value-for-money measurement is required by various government agencies to carry out their performance. The change in the government paradigm towards more efficient services is no longer negotiable. In recent years, various demands for the government to provide services quickly and effectively have become a common demand in society. For this reason, every government agency should strive to improve performance with more complete performance measurements to determine the achievement of the vision and mission of the agency concerned. The performance of the Bantaeng Regency local government has not fully applied the principles of value for money, namely, economic, efficient, and effective.

The Bantaeng Regency from 2015 to 2018, as measured by the economic ratio, was in the economic criteria with an economic ratio value of 97.01%. The Bantaeng Regency from 2015 to 2018, as measured by the efficiency ratio, was in the efficiency criteria with an efficiency ratio value of 101.84%. The Bantaeng Regency from 2015 to 2018, as measured by the effectiveness ratio, was in the ineffective criteria with an effectiveness ratio value of 92.37%. Therefore, it can be concluded that the performance of the Bantaeng Regency Regional Government from 2015 to 2018 has not fully used the principle of value for money because the results of the calculation of the effectiveness ratio from year to year are in the ineffective category.

This research is in line with the research conducted by Zain (2018), which shows that the economic and efficient performance of local governments has not shown effective financial management. Meanwhile, Ratna Sari's research (2017) states that local government performance is not economical and efficient, but shows effective financial management.

CONCLUSION

Based on the results of research and discussion that has been carried out regarding the performance of the Bantaeng Regency Regional Government using the principle of value for money. The economic ratio from 2015 to 2018 was 97.01, meaning that the Bantaeng Regency Regional Government was included in the economic category. In other words, the Bantaeng Regency Regional Government has succeeded in suppressing unnecessary costs so that the realized costs are smaller than the budgeted costs. The efficiency ratio from 2015 to 2018 was 102.28%, meaning that the government was able to manage regional finances using a certain level of resources to achieve optimum output.

In 2015 to 2018 from the entire total budget by comparing the revenue realization with the revenue budget, a percentage of 92.63% was obtained, which means that the performance of the Bantaeng Regency local government is included in the ineffective criteria ($X < 100\%$) and needs to improve facilities and infrastructure for revenue source services. The Bantaeng Regency Local Government in determining revenue targets is not successful, as evidenced by the acquisition of lower revenue realization than budgeted revenue.

With this research, the Bantaeng Regency can provide input for the Bantaeng Regency Regional Government on local government performance based on value for money. Researchers have added and deepened their insight and knowledge about local government performance based on value for money. Further research is expected to increase knowledge and understanding, and it can be used as a reference material for knowledge, discussion materials, and further study materials for readers on issues regarding local government performance based on value for money.

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