



OFFICIAL TRAVEL MANAGEMENT OF EMPLOYEES OF THE REGIONAL SECRETARIAT OFFICE (SETDA) OF SERUYAN REGENCY, CENTRAL KALIMANTAN PROVINCE

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Abstract

Official travel is a crucial component in supporting the duties and functions of civil servants (ASN), especially within regional government institutions such as the Regional Secretariat (SETDA) of Seruyan Regency. This study aims to analyze the management of official travel, including planning, implementation, supervision, financial accountability, and the application of travel results, as well as to identify existing challenges and provide practical solutions. The research employs a qualitative descriptive approach through interviews, observations, and document studies conducted over a three-month period from November 2024 to January 2025 at the SETDA office of Seruyan Regency. Findings show that the official travel mechanism is generally aligned with national and local regulations, specifically the Minister of Finance Regulation No. 113/PMK.05/2012 and Seruyan Regent Regulation No. 10 of 2024. However, several issues persist, such as complex administrative procedures, delays in budget disbursement, and inconsistencies between travel plans and execution. Furthermore, there is a lack of optimal follow-up on the outcomes of official travel, which often ends up archived without further evaluation or implementation. To improve effectiveness and accountability, the study recommends digitalization of travel documentation, simplification of administrative processes, enhancement of human resource capacity, and realignment of travel with strategic organizational needs. Strengthening internal monitoring and ensuring that each trip contributes measurable value to institutional performance are also essential. These findings are expected to support the formulation of more efficient, transparent, and result-oriented official travel policies in local government institutions.



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INTRODUCTION

Official travel is an important component in the implementation of the duties and functions of the state civil apparatus (ASN), especially in the context of local government such as the Regional Secretariat of Seruyan Regency. This activity allows employees to coordinate, supervise, train, and other assignments aimed at increasing the effectiveness and efficiency of government. In an institutional framework, official travel not only reflects bureaucratic mobility, but is also an indicator of organizational performance because it is directly related to the use of budget, time, and human resources (Zain et al., 2020). As the public's demands for transparency and accountability increase, official travel governance is required to be more professional, systematic, and based on clear regulations.

The normative framework regarding official travel has been stipulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 113/PMK.05/2012 and the Regulation of the Regent of Seruyan Number 10 of 2024. In the regulation, it is emphasized that the implementation of official trips must prioritize the principles of selectivity, budget efficiency, conformity with work programs, and accountability in reporting. These principles are expected to guide ASN in carrying out official trips that are oriented to the strategic needs of the organization, not just administrative formalities (Regulation of the Minister of Finance of the Republic of Indonesia, 2012; Regulations of the Regent of Seruyan, 2024).

However, in practice, local governments often face challenges in aligning formal policies and operational realities, which opens up space for a comprehensive evaluation of the official travel management system.

Official travel management includes important interrelated stages, from planning, submitting costs, implementation, to reporting and budget accountability. Imperfections in one stage can affect the entire process. According to Nasution and Kamil (2021), one of the main obstacles in the implementation of official travel is the slow disbursement of funds, which hinders the smooth running of tasks and reduces the effectiveness of activities. In addition, there was a discrepancy between the objectives of the activities and the reports submitted, which reflected weak internal oversight and a lack of integrity in the implementation of tasks.

Coordination between parties involved is also a crucial aspect in the effectiveness of official travel management. Lack of communication between the finance department, the general section, and the applicant's work unit can lead to delays and data errors. This can be minimized through the implementation of a digital system that is able to integrate all stages of the submission process to reporting. Fahmi et al. (2019) emphasized that web-based official travel management information systems have been proven to increase service speed and administrative efficiency. Therefore, digitalization in official travel management is not only important, but a necessity.

In the context of bureaucratic effectiveness, official trips that do not have clear indicators of success have the potential to burden the budget. Hartati (2012) shows that ceremonial activities that do not produce real output are one of the causes of wasting the official travel budget. Therefore, it is important for local governments to establish indicators of success and deliverables for each official trip, such as analysis reports, comparative study results, or applicable policy recommendations. Geographical conditions and infrastructure limitations in Seruyan Regency are also challenges in the implementation of official trips. Long distances between regions, poor road access, and limited transportation availability are obstacles that must be anticipated through careful logistics planning (Fajar Ryanda et al., 2024). In this context, official travel management in Seruyan Regency must be more results-oriented and not just the implementation of routine activities.

Advances in information technology open up great opportunities to improve the efficiency of official travel management. Some regions have adopted digital systems such as e-SPD and monitoring dashboards that integrate budget and performance of official trips. Virdiandry Putratama et al. (2021) noted that the use of web-based systems is able to reduce administrative burden and increase transparency. Seruyan Regency can use this as a reference in building an integrated official travel information system.

However, the success of digital systems is not solely determined by technology, but also the readiness of the human resources who operate it. Employees must be equipped with technical training, an understanding of system flows, and the ability to compile informative reports. Sigit Auliana et al. (2024) stated that an agile approach in the development of official travel applications must also be followed by periodic training so that the system is truly utilized optimally.

To overcome these problems, an accountable work culture needs to be built comprehensively. This culture includes clarity of orders, orderliness of documentation, and evaluation of the implementation of official trips. Suyanto and Liu (2021) emphasized the importance of integrating official travel in the ASN performance assessment system, so that this activity does not become a burden on the organization, but a tool to improve performance in a real way.

Good official travel management contributes greatly to budget efficiency, improvement of the quality of public services, and the achievement of regional development goals. Official travel must be understood not as a right, but as a mandate of duty

that must be accounted for professionally. Therefore, the transformation from manual to digital systems and from an administrative approach to a strategic approach needs to be carried out gradually and thoroughly, involving all elements of the organization.

METHODOLOGY

This study uses a descriptive qualitative approach that aims to gain an in-depth understanding of how official travel management is carried out within the Seruyan Regency Regional Secretariat Office. This approach was chosen because it allows researchers to explore phenomena naturally according to the social and organizational context in which the research takes place. As stated by Bogdan and Taylor (1975), qualitative research is a procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors. The main focus of this approach is to describe and explain the managerial processes, challenges, and practices that occur in the field, rather than testing hypotheses or relationships between variables as in the quantitative approach.

Data collection was carried out through three main techniques, namely documentation studies, in-depth interviews, and participatory observations. The documentation study is used to examine various regulations, technical instructions, activity reports, and official travel documents that have been implemented by units in the Regional Secretariat. Interviews were conducted in a semi-structured manner with key informants who had direct experience in the implementation of official trips. This technique allows researchers to obtain information in depth while being flexible in data mining. Meanwhile, observations were carried out to observe administrative practices and decision-making processes related to official travel, including interaction between personnel, document flow, and coordination systems.

The location of the research is the Seruyan Regency Regional Secretariat Office which is located at Jalan Ahmad Yani, Kuala Pembuang, Central Kalimantan Province. This research was conducted for three months, starting from November 2024 to January 2025. The determination of this location is based on the consideration that the Regional Secretariat is the center for coordination and control of local government activities, including the management of official trips for all civil servants within the district government. Thus, this location is seen as relevant and representative in comprehensively examining how official trips are planned, implemented, and accounted for.

The data sources in this study consist of primary data and secondary data. Primary data was obtained directly from the results of interviews and field observations of employees involved in the official travel management process. The research informants were selected purposively, namely those who were considered to have knowledge, experience, and active involvement in the planning and implementation of official trips. The informants came from several sections/work units, including: the Economy and Natural Resources Section, the Government Section, the People's Welfare Section, the Development Administration Section, the Organization Section, the Protocol and Leadership Communication Section, the Legal Section, the General Section, and the Procurement of Goods and Services Section.

The data analysis technique in this study uses an interactive model from Miles, Huberman, and Saldana (2014), which includes three main steps: data reduction, data presentation, and conclusion drawing or verification. Data reduction is done by sorting, selecting, and simplifying important information that is relevant to the focus of the research. Furthermore, the presentation of data is carried out in the form of descriptive narratives and matrix that describe the patterns and trends of findings in the field. The last step is to draw provisional and final conclusions based on the relationship between the data

that has been analyzed, as well as verification to ensure the validity and consistency of the information obtained.

To ensure the validity of the data, this study applied the triangulation technique of sources and methods. Source triangulation was carried out by comparing data from various informants who had different positions and roles, while the triangulation method was carried out by combining the results of interviews, observations, and documentation studies. Validation is also strengthened through member check, which is the return of temporary findings to informants to get clarification, correction, and strengthening of the data that has been collected. This approach is expected to produce accurate and scientifically accountable data.

The approach and methods that have been explained by the researcher, it is hoped that this study can provide a comprehensive picture of how the official travel management process is carried out within the Seruyan Regency Regional Secretariat Office. This research not only describes the formal procedures that apply, but also reflects the social dynamics, structural barriers, and potential improvements that can be proposed based on empirical findings. The results of this research are expected to be useful for policy makers at the regional level in formulating more effective, efficient, and accountable official travel policies.

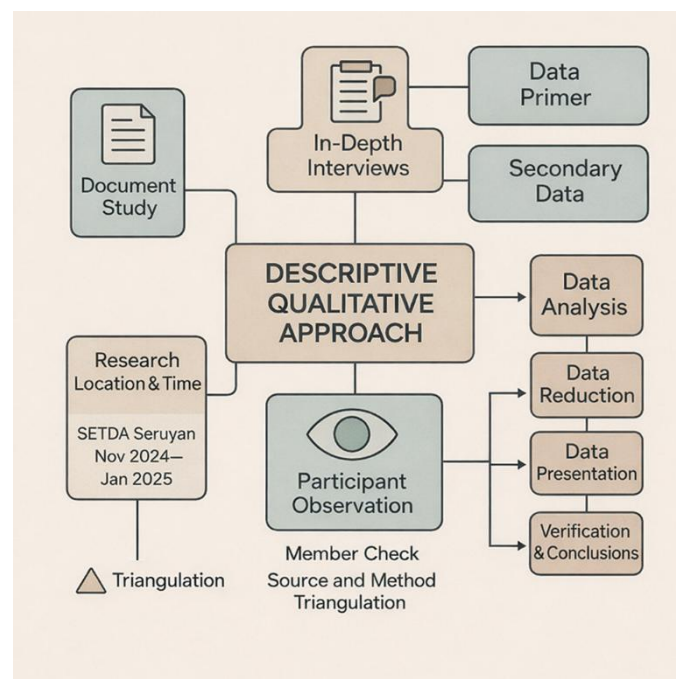


Figure 1. Descriptive Qualitative Approach

Description:

1. Descriptive Qualitative Approach: A research strategy used to describe and understand in depth the phenomenon of official travel management in a natural and socio-organizational context.
2. Data Collection: The initial process of obtaining information through three main techniques, namely in-depth interviews, participatory observations, and documentation studies on regulations and official travel activities.
3. Data Sources: Data were obtained from primary sources (interviews and direct observations) and secondary sources (official documents and archives).
4. Location and Time of Research: The research was carried out at the Regional Secretariat Office of Seruyan Regency, for three months from November 2024 to January 2025.

5. Data Reduction: The process of filtering, selecting, and simplifying relevant data to focus on important information for the purpose of the research.
6. Data Presentation: The reduced data is arranged in the form of descriptive narratives and tables/matrices to facilitate analysis and understanding.
7. Conclusion Drawing and Verification: The process of concluding the results of the findings that have been analyzed and verifying by comparing between data sources.
8. Data Validity: Obtained through triangulation of sources and methods, as well as member checks, which are provisional confirmation of findings to informants.

RESULTS AND DISCUSSION

The management of official trips at the Seruyan Regency Regional Secretariat Office has been carried out in accordance with applicable regulations, especially referring to the Minister of Finance Regulation Number 113/PMK.05/2012 and the Seruyan Regent Regulation Number 10 of 2024. The dominant type of official trip is official trips, both those that cross city limits and within the city for more than 8 hours. The implementation of each official trip involves quite complex administrative stages ranging from staff reviews to reporting the results of activities. The findings suggest that although these procedures are designed to guarantee accountability, the process still faces a variety of administrative and technical constraints.

The stages of submitting an official trip start from the preparation of a Staff Review, which contains an analysis of the needs of the activity. This is the basis for the Official Memorandum of Submission for Official Travel addressed to the Regional Secretary. After receiving a coordination paragraph from the Head of Section, a Letter of Assignment (SI) and an Official Travel Letter (SPD) were issued. This entire series is an administrative basis that must be fulfilled before the implementation of the activity. The structure of this stage is visualized in Figure 4.1, which shows the logical and hierarchical flow from the application process to the implementation of official trips.

Table 1. Categories of Official Travel Levels

Level	Remarks
A	Regent/Deputy Regent/Supervisor of DPRD
B	Echelon II Officials / Officials appointed as Echelon II Acting Officers, Members of the DPRD, Heads of the Development Acceleration Team
C	Echelon III / Group IV / DPRD Expert Team / Chairman of the Regency TP PKK, Members of the Development Acceleration Team, Chairmen of Non-Governmental Organizations
D	Echelon IV / Group III / District PKK Management Members, Chairman of the District PKK TP, Faction Experts, Group II / Group I / PPPK and TKD, Members of the District PKK TP, Members of Non-Governmental Organizations

However, in practice, the process often experiences delays, especially in the ratification of documents, due to the lack of implementation of digital systems such as e-SPD. This causes some employees to have to wait a long time to get approval, even in certain cases using the previous year's perbup because new regulations have not been passed. In addition, the process of collecting physical signatures by officials is often a technical obstacle that affects the speed of service.

In terms of financing, the results of the study show that the components of official travel costs consist of daily money, representation money, lodging costs, and transportation costs. This provision refers to the echelon category and employee

position. Lodging costs are one of the aspects that often experience incompatibility, especially when employees stay in areas where formal accommodation is not available, so they use 30% of the standard lodging cost. Some employees also have difficulty in obtaining proof of payment, which affects the financial accountability process.

The transportation cost component also varies, both using public and private transportation. The use of private vehicles is calculated based on engine capacity and fuel consumption, but the realization in the field shows a significant difference in distance and route, especially for the Seruyan Hulu area. Geographical conditions and poor road access are challenges in the real calculation of costs, so that there is often a budget deficit or the use of personal funds first by the employees concerned.

In the researcher's observation, there is a procedure for paying for official travel expenses which is generally carried out through the mechanism of reserve money, money change, or direct payment. Some employees stated that the reimbursement system often takes a long time due to multi-layered verification. There was also an incident of loss of supporting documents that slowed down the reimbursement of official travel expenses. This has an impact on the psychological and financial burden of employees, especially for those who carry out tasks for a period of more than one day. Accountability for official travel expenses is carried out in the form of fairly detailed reports and documentation, including attendance, transportation tickets, proof of lodging, and documentation of activities. However, not all official travel implementers complete the report correctly. The report was found to be only a formality without a concrete description of activities. In addition, some reports do not include suggestions or recommendations as a follow-up to the results of the official trip, which should be material for evaluation and improvement of the organization.

The implementation of the results of the official trip shows that most of the activities have not been integrated into the process of policy-making or service improvement. Some reports are only archived without any discussion or dissemination to relevant parties. The absence of an internal monitoring and evaluation mechanism from the leadership or supervision unit makes the results of official trips not optimally useful. This shows that administrative culture is still stronger than a results-based performance culture.

Another obstacle that is quite dominant is the absence of performance indicators (KPIs) that measure the success of official trips. Without these indicators, it is difficult to link official travel activities and their contribution to the achievement of program targets. This situation is further exacerbated by the absence of strict sanctions or appreciation for the implementation and reporting of official travel results. As a result, there is no incentive for employees to carry out and report on official trips optimally.

Another inhibiting factor is the delay in the ratification of the Seruyan Regent Regulation which is the operational guideline for official travel. Information from several informants stated that the document is often published in the middle of the year with retroactive application to January. This makes planning and budgeting out of sync with actual needs, so employees have to adjust to the previous year's provisions which may no longer be relevant in terms of cost.

Table 2. Fuel Cost Calculation Based on Vehicle Capacity

No	Vehicle Capacity (CC)	Fuel Type	Distance per Liter (km)	Calculation Formula
a	2500	Dexlite	11	Distance × 2 × Fuel Price / 11
b	2400	Pertamax	7	Distance × 2 × Fuel Price / 7

No	Vehicle Capacity (CC)	Fuel Type	Distance per Liter (km)	Calculation Formula
c	2000	Pertamax	9	Distance × 2 × Fuel Price / 9
d	2400	Dexlite	12	Distance × 2 × Fuel Price / 12
e	3000	Dexlite	6	Distance × 2 × Fuel Price / 6
f	2500	Dexlite	9	Distance × 2 × Fuel Price / 9
g	1500	Pertamax	11	Distance × 2 × Fuel Price / 11

Limited accommodation in several areas of official travel destinations also affects the comfort and effectiveness of employees' work. There are areas that do not have official hotels or lodgings, so employees have to stay at residents' houses or unofficial places that cannot provide proof of payment. This condition makes it difficult to account for lodging costs, which is ideally based on real evidence.

The recommended solutions based on field findings include the digitization of the official travel submission system, such as the implementation of e-ST and e-SPD which have been proven to speed up the process in other regions. In addition, it is necessary to simplify the bureaucratic flow, especially in the coordination stage which is often an obstacle. Adjustment of the budget to the real value in the field and the addition of human resources in the finance department are also proposed to avoid long queues in the verification process.

Evaluation of the implementation of official trips must also be accompanied by strengthening performance aspects, including the obligation to evaluate official results by direct superiors and the involvement of the Inspectorate in routine audits of the effectiveness of activities. Official travel reports should also be equipped with outcome indicators such as policy recommendations, comparative study results, or knowledge transfer to related work units. Thus, official trips are not only routine, but also a strategic instrument to improve organizational performance.

Overall, the management of official travel at the Seruyan Regency Regional Secretariat has followed the applicable formal guidelines, but still faces various implementation challenges. There needs to be synergy between policies, systems, and organizational culture to ensure that official travel truly provides benefits and not just a budget burden. By strengthening digitalization aspects, results-based evaluation, and increasing human resource capacity, official travel can be a driving force for bureaucratic reform that is more adaptive and responsive.

CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that the management of official trips at the Regional Secretariat Office of Seruyan Regency has basically followed the applicable regulations, namely the Regulation of the Minister of Finance of the Republic of Indonesia Number 113/PMK.05/2012 and the Regulation of the Regent of Seruyan Number 10 of 2024. The mechanism for submission, implementation, and reporting has been systematically prepared starting from staff reviews, official memorandums, issuance of assignment letters to activity reporting. However, in its implementation, a number of problems are still found that indicate inefficiencies and lack of selectivity. One of them is the tendency of employees to prefer official trips outside the district because it is considered to provide greater comfort and income, even though the urgency of these activities is not necessarily fully relevant to the needs of the organization.

In addition, in practice, official trips are often not carried out selectively in accordance with the principles of efficiency and accountability. Some official activities are carried out even though they can still be completed online or through internal coordination, thus having an impact on budget waste. It was even found that there was an implementation of official trips

that were not in accordance with the provisions, both in terms of documentation, reporting, and budget use, which indirectly harmed the agency's finances. Not only that, the tendency to go on official trips excessively without commensurate results also shows that the planning and evaluation aspects of activities have not been running optimally. Therefore, a comprehensive overhaul is needed through strengthening the activity selection system, digitizing administration, and evaluating the performance of official trips so that each activity really provides added value for the institutions and public services that are run.

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