

RINGKASAN

Kantor Kementerian Agama Kabupaten Banyumas merupakan instansi pemerintah yang dalam pelaksanaan tugasnya berfokus pada penyelenggaraan urusan keagamaan. Penyelenggaraan urusan keagamaan tertuang dalam pelayanan publik seperti layanan haji dan umroh, layanan zakaf dan wakaf, pelayanan pondok pesanten, pelayanan kerukunan beragama, dan pelayanan pendidikan madrasah. Namun sampai saat ini pelayanan yang diberikan tidak semuanya memuaskan, dikarenakan fakta di lapangan menunjukkan masih terdapat aduan masyarakat terkait layanan keagamaan yang kurang efisien dan efektif seperti aduan layanan sertifikasi halal, aduan layanan haji dan umroh, aduan pendidikan madrasah, aduan layanan kantor urusan agama, dan juga aduan Pelayanan Terpadu Satu Pintu. Keberadaan aduan layanan tersebut menjadi alasan untuk melakukan penelitian terkait kinerja Kantor Kementerian Agama Kabupaten Banyumas.

Tujuan penelitian ini untuk mendeskripsikan kinerja Kantor Kementerian Agama Kabupaten Banyumas. Penelitian ini menggunakan metode penelitian kualitatif deskriptif, teknik pengumpulan data dengan wawancara, observasi, dan dokumentasi. Teknik informan ditentukan dengan purposive sampling, dengan analisis interaktif. Model kinerja organisasi yang digunakan *Balanced Scorecard* dengan aspek keuangan yaitu serapan anggaran dan aspek non keuangan yaitu kepuasan pelayanan publik, hasil kinerja organisasi dan pegawai, serta kompetensi sumber daya manusia.

Hasil penelitian ini menunjukkan pada persepektif keuangan pagu anggaran tahun 2023 sebesar Rp190.036.801.000 dengan realisasi anggaran sebesar Rp189.411.210.233 dan capaian realisasi anggaran 99,67%. Tahun 2024 jumlah anggaran sebesar Rp219.874.137.000 dengan jumlah realisasi anggaran Rp204.396.707.394. dan capaian realisasi anggaran sebesar 90,19%. Hasil tersebut menunjukkan dari aspek keuangan serapan anggarannya bagus. Pada Persepektif *Customer* kepuasan layanan publik sebesar 90% masyarakat menyatakan (sangat puas), sebesar 10% masyarakat yang menyatakan (puas), dan sisanya 27 masyarakat yang menyatakan (tidak puas). Perspektif bisnis internal hasil kinerja SKP pegawai terdapat 32 pegawai yang rating hasil kinerjanya (sesuai ekspektasi), dan 1 pegawai yang ratingnya (diatas ekspektasi). Untuk hasil perilaku kinerja pegawai terdapat 16 pegawai yang rating perilaku kinerjanya (sesuai ekspektasi), dan 17 pegawai yang rating perilaku kinerjanya (diatas ekspektasi). Untuk hasil kinerja organisasi mendapatkan presentase capaian kinerja 100% dengan kategori (sangat baik). Perspektif Pertumbuhan baik fisik dan non fisik sangat bagus yang dilihat dari adanya pembaruan sarana prasarana dan juga pembaruan regulasi peraturan maupun sistem layanan. Aspek pembelajaran masih terdapat 25% pegawai yang memiliki kompetensi pengetahuan teknologi cukup rendah. Namun untuk mengatasi masalah tersebut sudah diadakan program pelatihan kompetensi pegawai yang sudah di ikuti sebanyak tiga puluh pegawai Kantor Kemenag Banyumas.

Kata Kunci: *Balance Scorecard*, **Kemenag Banyumas, Kinerja Organisasi.**

SUMMARY

The Banyumas Regency Ministry of Religious Affairs Office is a government agency that focuses on the administration of religious affairs in the execution of its duties. The administration of religious affairs is reflected in public services such as Hajj and Umrah services, zakat and waqf services, pesantren services, interfaith harmony services, and madrasah education services. However, until now, the services provided are not all satisfactory, as the facts on the ground show that there are still public complaints regarding religious services that are less efficient and effective, such as complaints about halal certification services, hajj and umrah services, madrasah education services, religious affairs office services, and also complaints about the One-Stop Integrated Service. The existence of these service complaints serves as a reason to conduct research related to the performance of the Banyumas Regency Ministry of Religious Affairs Office.

The purpose of this research is to describe the performance of the Ministry of Religious Affairs Office in Banyumas Regency. This research uses a descriptive qualitative research method, with data collection techniques including interviews, observations, and documentation. The informant technique was determined using purposive sampling, with interactive analysis. The organizational performance model used is the Balanced Scorecard with financial and non-financial aspects.

The results of this study show that from a financial perspective, the budget ceiling for the year 2023 was Rp190,036,801,000 with a budget realization of Rp189,411,210,233 and a budget realization achievement of 99.67%. In 2024, the budget amount was Rp219,874,137,000 with a budget realization of Rp204,396,707,394, and a budget realization achievement of 90.19%. The results indicate that from a financial aspect, the budget absorption is good. From the Customer Perspective, 90% of the public expressed (very satisfied) with the public service, 10% expressed (satisfied), and the remaining 27 people expressed (dissatisfied). From the internal business perspective, the performance results of the employee SKP show that there are 32 employees whose performance ratings are (as expected), and 1 employee whose rating is (above expectations). For the results of employee performance behavior, there are 16 employees whose behavior performance ratings are (as expected), and 17 employees whose behavior performance ratings are (above expectations). For the organizational performance results, the achievement percentage is 100% with a category of (very good). The Growth Perspective, both physical and non-physical, is very good, as seen from the renewal of facilities and infrastructure as well as the renewal of regulations and service systems. The learning aspect still has 25% of employees with relatively low technological knowledge competence. However, to address this issue, a staff competency training program has been conducted, which has been attended by thirty employees of the Kemenag Banyumas Office.

Keywords: Balance Scorecard, Kemenag Banyumas, Organizational Performance.