



Performance Of Civil Servants In The Bureau Of Government And Community Welfare, Regional Secretariat Of Bengkulu Province

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Abstract. This study aims to analyze the performance of civil servants at the Bureau of Government and Community Welfare, Regional Secretariat of Bengkulu Province, using Kompri's (2020) performance indicators, which include input, process, output, outcome, and impact. The research employs a descriptive qualitative method, with data collected through in-depth interviews with four informants representing both structural and functional positions. The results show that the overall performance of civil servants is categorized as good. Employees demonstrate adequate quality and quantity of work, completing tasks in accordance with SOPs and meeting targets with some variation across roles. Timeliness is generally maintained, with some employees completing tasks beyond regular hours. Efficiency is reflected in the use of digital tools and work coordination, although limited facilities pose challenges. Creativity emerges in employees' ability to adapt to logistical constraints and support digital bureaucratic processes. Strong responsibility is also evident through consistent task completion and inter-unit coordination. These findings indicate that employee performance is strengthened by structured procedures, technological adaptation, and commitment, although improvements in supporting facilities are still needed to optimize productivity.

Keywords: *Employee Performance, Governance, Efficiency, Public Service.*

INTRODUCTION

Public administration continues to face increasing demands for accountability, transparency, and effectiveness, especially within the context of bureaucratic reform that seeks to improve the quality of governance in Indonesia. One of the core elements influencing the success of these reforms is the performance of civil servants, who act as the primary drivers in implementing public policies and delivering services to the community. Within the provincial government structure, the Regional Secretariat plays a strategic role in coordinating governance processes, ensuring policy alignment, and supporting operational functions across various bureaus. In this context, the Bureau of Government and Community Welfare of the Bengkulu Provincial Secretariat holds a particularly vital function in managing administrative affairs related to governance, social welfare, and public coordination.

Employee performance is widely recognized as a determining factor in organizational success. High-performing civil servants contribute to bureaucratic efficiency, quality service delivery, and improved public trust. Conversely, weak performance can inhibit institutional effectiveness, delay public services, and undermine the achievement of policy targets. The complexity of modern governance also requires civil servants to adapt to technological transformation, work discipline, inter-agency coordination, and evolving public expectations.

Therefore, performance evaluation must be conducted comprehensively—not only based on productivity, but also organizational behavior, responsiveness, professionalism, and adherence to governance standards.

Despite ongoing reform initiatives, several challenges persist in many government institutions. Initial observations at the Bureau of Government and Community Welfare of Bengkulu Province indicate issues related to work discipline, initiative, and resource limitations. For example, some employees exhibit inconsistent adherence to attendance rules, delays in completing tasks, and reliance on certain staff members to handle more complex workload responsibilities. Limited supporting facilities, such as the availability of computers and digital infrastructure, also affect the efficiency of work processes. These challenges suggest the need for an in-depth assessment of employee performance to identify structural and behavioral factors influencing work outputs.

The performance of civil servants in this study is examined using Kompri's (2020) five-dimensional indicator framework: input, process, output, outcome, and impact. This model provides a holistic perspective by evaluating employees not only from the standpoint of work results but also considering the resources used, procedural compliance, benefits produced, and broader implications for organizational goals. Through this comprehensive lens, performance is conceptualized as the interplay of capability, motivation, discipline, and environmental support systems. Applying this theoretical framework in the context of the Bengkulu Provincial Secretariat allows a systematic understanding of how individual performance contributes to the bureau's overall effectiveness.

Furthermore, the Bureau of Government and Community Welfare is a crucial organizational unit responsible for coordinating governance administration, regional autonomy, religious and social welfare programs, and intergovernmental relations. As such, optimal employee performance is essential to ensure smooth policy coordination, timely execution of government mandates, and effective public service management. Evaluating performance within this bureau provides insights into how administrative functions operate in practice and how they align with principles of good governance.

Given these dynamics, it is important to analyze the actual performance conditions of civil servants in this bureau to determine whether they meet established standards and to identify the factors enabling or hindering optimal performance. Understanding these conditions also supports broader efforts to enhance institutional capacity, strengthen human resource management, and improve the quality of public administration in Bengkulu Province.

Therefore, this study aims to examine and analyze the performance of civil servants at the Bureau of Government and Community Welfare, Bengkulu Provincial Secretariat. By doing so, it contributes not only to academic discourse on public sector performance but also provides practical insights for policymakers and organizational leaders seeking to strengthen bureaucratic effectiveness and public service outcomes.

LITERATURE REVIEW

Employee Performance

Employee performance is a central concept in public administration because it reflects the extent to which employees can achieve organizational goals through effective and efficient task execution. Robbins (2003) states that performance results from the interaction between ability and motivation. Mangkunegara (2007) further defines performance as the quality and quantity of work achieved by individuals in carrying out their responsibilities. In the public sector, performance is a multidimensional construct that includes discipline, productivity, responsiveness, and professionalism, all of which contribute to the quality of public service delivery.

Sinambela et al. (2011) emphasize that employee performance represents the actual behavior demonstrated by employees in accordance with the responsibilities assigned to them. Meanwhile, Sedarmayanti (2012) highlights that employee performance encompasses both the outcomes produced and the behavioral processes that underpin work achievement. Thus, performance must be understood not only from output but also from competence, work behavior, and organizational context.

Understanding Performance

Rivai and Basri (2005) conceptualize performance as an individual's willingness and ability to complete tasks according to expected standards. Performance, therefore, is not merely a result but also a reflection of work ethics, discipline, and adherence to organizational norms. Prawirosentono (1999) also argues that performance must align with legal, ethical, and moral standards to ensure that outcomes are acceptable and beneficial for the organization. Mitchell (in Sinambela, 2012) explains that performance is the function of ability multiplied by motivation. Without motivation, ability alone cannot produce optimal results, and without ability, motivation becomes ineffective. This reinforces the importance of human resource development, work motivation, job clarity, and supportive environments in shaping employee performance.

Performance Indicators According to Kompri (2020)

This study adopts Kompri's five-dimensional performance indicator model, which evaluates performance comprehensively from inputs to impacts:

a. Input Indicators

Inputs refer to the resources required to execute work effectively, including human resources, facilities, budget, and organizational support systems. High-quality inputs enable employees to perform tasks with competence and efficiency.

b. Process Indicators

Process indicators assess procedural compliance, efficiency, timeliness, and consistency in executing tasks. They examine whether employees follow SOPs, schedules, and work mechanisms.

c. Output Indicators

Outputs represent measurable results achieved by employees, such as task completion, service quality, and productivity. Outputs are often used as the primary basis for employee evaluation.

d. Outcome Indicators

Outcomes refer to the benefits produced by outputs, including improvements in public satisfaction, service effectiveness, changes in stakeholder behavior, and enhanced organizational performance.

e. Impact Indicators

Impact indicators examine the long-term and broader effects of employee performance, particularly on social welfare, governance quality, and organizational development.

Kompri's model enables a holistic evaluation system that connects individual performance with organizational effectiveness and public service outcomes.

Performance Assessment in Public Organizations

Performance assessment in the public sector serves two main purposes: evaluation and development (Alwi, 2011). As an evaluation tool, performance assessment informs decisions related to compensation, staffing, and promotion. As a developmental tool, it identifies

weaknesses, informs training needs, and motivates employees to improve. Simanjuntak (2005) stresses that accurate performance measurement requires objective methods to prevent bias and maintain credibility.

Public sector performance is also heavily influenced by organizational structure, policy environment, leadership style, and the availability of technological infrastructure. Wexley and Yukl (1977) argue that optimal performance is achieved when employees perceive fairness, receive adequate rewards, and experience positive work conditions. These organizational factors are particularly relevant in government institutions undergoing bureaucratic transformation, such as the shift toward digital governance and simplified structures.

Building Employee Performance

Building strong employee performance requires clear job descriptions, fair compensation, appropriate placement, continuous training, and motivational support. Haynes (1986) states that job descriptions serve as the foundation for recruitment, orientation, evaluation, and career development. Prawirosentono (1999) adds that performance improvement must be planned continuously because organizational advancement depends on human resource quality. Motivation, competence, and opportunities must be aligned, since each dimension influences others. Donnelly, Gibson, and Ivancevich (1994) identify key factors affecting individual performance: expectations of rewards, work motivation, abilities, task perceptions, and satisfaction. In the public sector, achieving performance improvements also requires harmonizing institutional goals with employee needs.

METHODS

This study employs a qualitative descriptive research design to explore the performance of civil servants within their natural work environment at the Bureau of Government and Community Welfare, Regional Secretariat of Bengkulu Province. The qualitative approach is considered appropriate because it enables the researcher to understand work behaviors, organizational processes, and employee experiences holistically, as they occur in real conditions. In this design, the researcher acts as the main instrument responsible for collecting, interpreting, and analyzing data inductively to generate meaningful insights. The focus of the study refers to Kompri's (2020) performance indicators—input, process, output, outcome, and impact—which guide the entire research process, including data collection and analysis. Informants were selected purposively based on their relevance, experience, and understanding of the bureau's performance conditions. Four individuals were included: two key informants occupying structural positions and two supporting informants serving in functional and managerial roles. Their long tenure and strategic responsibilities provided rich and credible information regarding work processes and performance standards.

Data were collected using three techniques: observation, interviews, and documentation. Observation allowed the researcher to directly examine employee behavior, attendance patterns, work discipline, and the overall implementation of tasks and procedures in the office environment. In-depth semi-structured interviews were conducted to capture detailed explanations related to job performance, challenges, motivations, and perceptions of work effectiveness. Documentation supported the findings by providing objective evidence such as attendance records, performance reports, Standard Operating Procedures (SOP), organizational structure, and other relevant administrative documents. The collected data were analyzed using an interactive model consisting of data reduction, data display, and conclusion drawing. Data reduction was carried out by summarizing and selecting essential information aligned with the study's focus. Data display involved organizing the information into descriptive narratives that helped the researcher interpret emerging patterns. Finally, conclusions were drawn and verified continuously throughout the research process to ensure consistency, validity,

and accuracy of the findings. This methodological approach provides a comprehensive and credible understanding of civil servant performance at the bureau.

RESULTS

The findings of this study describe the actual performance of civil servants at the Bureau of Government and Community Welfare of the Bengkulu Provincial Secretariat based on Kompri's performance indicators. The results reveal that employee performance is generally categorized as good, although several structural and technical constraints remain evident. First, with regard to input indicators, the availability of human resources is considered adequate in terms of quantity and educational background, as reflected in the staffing composition dominated by employees holding undergraduate and postgraduate degrees. However, the limited number of computers and supporting facilities remains a recurring barrier that affects work efficiency, forcing employees to alternate the use of equipment and occasionally slowing workflow.

For process indicators, employees generally demonstrate adherence to established Standard Operating Procedures (SOPs), showing that tasks are executed according to formal administrative mechanisms. Nevertheless, attendance records indicate issues with punctuality, including frequent delays and early departures, which suggest inconsistencies in work discipline. Despite these constraints, coordination among units remains active, and employees often adjust their schedules, including working beyond office hours when necessary to ensure task completion.

Regarding output indicators, the study finds that the quality and quantity of work produced meet organizational expectations. Employees successfully complete administrative tasks, prepare policy documents, and execute governance-related responsibilities. Output consistency varies by division, with some units performing more efficiently due to better resource allocation. In terms of outcome indicators, the work produced by civil servants contributes positively to the bureau's administrative services, improving the timeliness of government coordination, facilitating public welfare activities, and strengthening internal governance processes. Employees also demonstrate behavioral improvements, such as increased adaptability and digital literacy as the bureau transitions toward electronic administration.

Finally, impact indicators show that the overall performance of employees supports broader government objectives, particularly in strengthening bureaucratic governance, promoting public welfare initiatives, and improving administrative responsiveness. While the system still faces limitations related to infrastructure and discipline, the study concludes that the civil servants' performance has contributed meaningfully to the operational effectiveness of the bureau and continues to improve through ongoing adjustments and work commitment.

DISCUSSION

The findings of this study illustrate that the performance of civil servants at the Bureau of Government and Community Welfare of the Bengkulu Provincial Secretariat is shaped by a combination of structural conditions, resource availability, individual competencies, and organizational discipline. When interpreted through Kompri's performance framework, the results demonstrate that although the overall performance is categorized as good, several internal constraints continue to influence the effectiveness of daily operations.

From the input perspective, the bureau benefits from a workforce with sufficient qualifications, as most employees possess undergraduate or postgraduate degrees. This educational background supports the technical requirements of administrative governance. However, limited supporting facilities, especially the shortage of computers, creates operational bottlenecks. Employees must rotate equipment usage, which delays task completion. This

mismatch between human resource competence and facility availability reaffirms Kompri's argument that inputs must be aligned with task demands to achieve optimal output. The condition suggests that even highly competent employees cannot maximize their performance without adequate physical infrastructure.

In terms of process indicators, the results show that employees generally comply with Standard Operating Procedures, maintain communication between divisions, and execute tasks according to established workflows. However, attendance patterns reveal weaknesses in punctuality, reflected in frequent late arrivals and early departures. These patterns undermine administrative discipline and can negatively affect service continuity. This supports Sedarmayanti's view that performance is influenced not only by skill but also by behavioral consistency and adherence to organizational norms. Despite these weaknesses, employees often compensate by extending work hours, demonstrating responsibility and commitment to completing tasks.

For output indicators, the quality and quantity of work delivered by employees align with bureaucratic requirements. Reports, administrative documents, and policy coordination materials are completed as expected. Variations in output performance across divisions correlate strongly with differences in workload and resource support. Divisions with more stable staffing and access to equipment show higher efficiency, confirming Robbins' argument that performance emerges from the interaction between ability and opportunity. This means employees who have both competence and adequate resources consistently produce better outputs.

The outcome dimension further reveals that the bureau's performance contributes to improved governance coordination and public welfare initiatives. Employees' increasing adaptation to digital systems demonstrates an evolving work culture aligned with the government's push toward bureaucratic digitalization. This behavioral improvement supports Kompri's view that outcomes reflect not only the immediate results of work, but also changes in employees' capabilities and work attitudes. The shift toward digital administrative processes suggests the development of long-term work improvements.

Lastly, the impact indicators show that the cumulative performance of employees supports provincial governance goals by strengthening administrative efficiency, expediting intergovernmental coordination, and contributing to the delivery of public welfare programs. While challenges remain particularly regarding discipline and resource limitations, the bureau continues to progress in line with reform initiatives. These findings align with public administration theory that emphasizes the importance of aligning institutional structure, resources, and human behavior to enhance overall bureaucratic performance.

Overall, the discussion demonstrates that employee performance is not solely determined by individual effort but is deeply influenced by organizational support systems, availability of facilities, leadership coordination, and institutional culture. The interplay of these factors explains both the strengths and persistent constraints identified in the research. Strengthening facilities, improving attendance discipline, and expanding digital infrastructure would significantly enhance future performance outcomes.

CONCLUSION

This study concludes that the performance of civil servants at the Bureau of Government and Community Welfare of the Bengkulu Provincial Secretariat is generally categorized as good, as reflected through Kompri's five performance indicators—input, process, output, outcome, and impact. The findings show that employees possess adequate qualifications and competencies to carry out their tasks; however, the availability of supporting facilities, particularly computers, remains insufficient and affects workflow efficiency. In terms of work processes, employees demonstrate adherence to Standard Operating Procedures and maintain

effective coordination, although punctuality issues and inconsistencies in work discipline persist. Despite these challenges, the quality and quantity of work produced meet organizational expectations, and employees often demonstrate responsibility by completing tasks beyond normal working hours.

The outcomes of employee performance contribute to improvements in administrative governance, enhanced coordination across divisions, and the strengthening of public welfare activities. Employees also show positive behavioral developments, particularly their increasing adaptability to digital administrative systems. At the impact level, civil servant performance supports the broader objectives of provincial governance by improving bureaucratic efficiency, facilitating policy implementation, and contributing to the delivery of services to the community. Overall, the study highlights that while employee performance is progressing well, further improvements in infrastructure, discipline, and organizational support systems are needed to achieve optimal and sustainable performance in the future.

LIMITATION

This study has several limitations that should be acknowledged to guide future research. First, the research relies solely on a qualitative descriptive approach with a limited number of informants, which may restrict the depth and diversity of perspectives obtained. Although the selected informants hold strategic roles and provide valuable insights, their views may not fully represent all employees within the bureau. Second, the study focuses on one specific organizational unit—the Bureau of Government and Community Welfare—making the findings less generalizable to other bureaus or government institutions with different structures, workloads, or administrative cultures.

Third, the data depend heavily on interviews and documentation, which may be influenced by personal biases, recall accuracy, and informants' willingness to share information openly. Fourth, limitations in accessing certain internal performance reports, particularly those related to confidential administrative processes, may have restricted the comprehensiveness of the analysis. Finally, the study captures performance conditions during a specific timeframe, meaning that changes in policies, technology adoption, or organizational restructuring that occur afterward may alter the relevance of the findings. Future research would benefit from a broader sample size, mixed-method approaches, and comparative studies across multiple government bureaus.

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