

**PERFORMANCE ANALYSIS OF THE BUREAUCRACY AT THE  
BUREAU OF GOVERNMENT AND REGIONAL AUTONOMY OF THE  
PROVINCIAL SECRETARIAT OF EAST JAVA**

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**ABSTRACT**

This research examines the performance of civil servants at the Bureau of Government and Regional Autonomy in the East Java Provincial Secretariat, considering leadership and organizational culture as influencing factors. The findings show that the performance of these civil servants is good, with leadership and organizational culture having a significant impact on their performance. To improve and enhance their performance in the future, the optimization of leadership roles is suggested.

**Keyword:** *Performance, Civil Servants, Quality*

**A. INTRODUCTION**

The current national development process is shifting from an authoritarian system to a democratic system, which has placed a sharp focus on government administration, particularly in terms of transparency, accountability, efficiency, and effectiveness. In this context, the implementation of good governance principles in government management has become a top priority, as the public has become more critical in monitoring and evaluating the benefits and value gained from government services. On the other hand, it is difficult to objectively measure the success or failure of a government institution in carrying out its core duties and functions, due to the lack of a performance measurement system that can provide objective and measurable information on the implementation of a government institution's programs. The dynamic development and growth of society, coupled with increased living standards and education, along with advances in technology and information technology, have resulted in an increased process of empowerment within society. Therefore, public sector bureaucracy services are also expected to follow the rapid and dynamic changes occurring in society, moving from a

monologue to a flexible, collaborative, aligned, and dialogical approach, and from a slogan-based approach prevalent in the bureaucracy of the New Order to a realistic, programmatic, and pragmatic work pattern. To date, government bureaucracy has not fully carried out its duties based on the norms established and expected by society. This can be seen through various deviations that have worsened over time, resulting in a decline in the public's trust in the government. This situation was exacerbated by the monetary crisis, which resulted in a national economic crisis and a crisis of trust. The government bureaucracy is undergoing corrective efforts, striving for neutrality in the growth of democracy, a focus on the public, and the growth of public aspirations and control. The bureaucracy is shifting from a centralistic paradigm to a decentralized one, from authoritarian to egalitarian and democratic, from state sovereignty to people's sovereignty, from a large organization to a slim but rich-function one, and from "rowing" (doing everything oneself) to "steering" (directing). These efforts are still overshadowed by uncertainty and are seeking the right form. Essentially, these efforts are aimed at obtaining good governance and improving the quality of public services. One of the efforts to improve the performance of the bureaucracy is the implementation of a performance measurement system, as a means of providing objective and measurable information on the success or failure of a government institution in carrying out its core duties and functions, as well as providing a basis for the accountability of a government institution to the public. This study aims to analyze the performance of the bureaucracy at the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat and to identify the factors that influence its performance. The results of this study can be used as a reference in efforts to optimize the performance of the bureaucracy at the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat and as input in the improvement of good governance in the future.

## **B. LITERATURE REVIEW**

The Performance Analysis Of The Bureaucracy At The Bureau Of Government And Regional Autonomy Of The Provincial Secretariat Of East Java (performance) can also be defined as the level of achievement or "degree of accomplishment" or in other words, performance is the level of achieving the goals of an organization (Rue & Byars, 1981). The assessment of performance is a very important activity because it can be used as a measure of the success of an organization in achieving its mission. The performance of an employee will be good if he has high skills, is willing to work because he is paid or given a salary in accordance with the agreement, has better future expectations.

A institution, whether a government agency or an organization called a company in achieving the established goals must pass through an organization in the form of an organization driven by a group of people (group of humanbeings) who play an active role as actors in efforts to achieve the goals of the relevant agency or organization. The achievement of the goals of an agency or company is only possible due to the efforts of the actors within the agency.

To be able to generalize the leadership variable, the writer will first explain the indicators that can measure the leadership variable which are: Influence,

### Motivation, Decision Making, Information

The understanding of the very diverse culture occurs because there is a variation of culture called local culture. Local culture is more of a value system that is exclusively owned by a particular ethnic community. The presence of variations and cultural diversity will color the variation of the behavior pattern of the community where the culture applies. In this context, individual behavior in the organization cannot be separated from the influence of the local cultural variant that is developing. Bureaucracy, like other organizations that are not separated from the influence of cultural environment, in its activities is also intensively involved through patterns of interaction formed within it with the local value system and culture. The bureaucratic culture that develops in a particular area, for example, cannot be separated from the pattern of social environment culture that surrounds it. The service user is a low-level official.

In addition, Dwiyanto (2001, 7) states that one of the factors that influence public organizations in providing services to service users is the cultural factor, considering the practices, symbols, and values that have been developed by officials in providing services to service users are very far from the interests, expectations, and aspirations of the community. Ironically, this condition is considered by bureaucratic officials to be something normal and normative. Therefore, it is necessary to pay attention to the culture of the bureaucracy in order to improve the performance of the bureaucracy in providing services to the community.

### **C. METHOD**

In this study, data will be analyzed using Descriptive Analysis. Descriptive analysis research here is intended to describe research data according to the variables to be studied, without testing the relationship between variables through Data Triangulation. In addition to analyzing, the research results will be translated and described qualitatively to obtain an overview of the situations or events that occur in the field.

This research was conducted in the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat. The data needed includes secondary data and primary data obtained through various means such as documentation, in-depth interviews, and observations.

The unit of analysis in this research is the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat as an organization. To obtain the necessary data and information, several sources/informants are needed to provide an overview of the actual situation and conditions. Therefore, the informants in this research will be selected purposively including Officials of the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat.

### **D. EXPIANATION**

#### **The effectiveness**

In The effectiveness of officials at the Regional Government and Autonomy Bureau of the East Java Provincial Secretariat will be judged based on the level of

understanding of the implementing officials regarding the job description, the number of problems that have been successfully resolved, and the level of satisfaction of users with the service provided. In relation to this, the following are the results of the author's interview with one of the staff at the Regional Government and Autonomy Bureau of the East Java Provincial Secretariat regarding understanding of office tasks.

This research aims to analyze the performance of the apparatus in the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat. The performance of the apparatus in the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat will be seen from the level of understanding of the implementers about the job description, the number of problems that have been successfully resolved, and the level of satisfaction of the users of the services provided. In relation to this, the following is the result of the author's interview with one of the staff in the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat regarding the understanding of the office's tasks: that the level of understanding of the purpose of the existence of the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat for the apparatus within it is quite good. This is closely related to the technical rationality, values, mission, goals of the organization and the function of the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat as an implementing element that helps the Governor in carrying out the tasks of government, administration, organization, and management as well as providing administrative services to all provincial regional devices. The completion time of the tasks of the apparatus, especially in the administrative aspect, is one of the aspects considered in measuring the effectiveness of the implementation of the tasks of the apparatus in the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat. The following will be displayed in a table an example of the main tasks of the Government and Regional Autonomy Bureau of the East Java Provincial Secretariat, which is the handling of office administration, namely the management and completion of incoming letters.

#### **The Quality of Services.**

The results of observations in the field still show that it is difficult to achieve ideal service conditions, because in reality there are still officials at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java who perform tasks/work outside of their duties in order to earn additional income to meet their living needs. From the above descriptions, which concern the quality of services provided by officials at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java, it can be seen from the aspect of spontaneity in handling problems and serving the public, the length of time it takes to resolve a problem, and politeness and kindness in providing services, it can be said that they are not yet in line with what is expected by users of the service, or are still lacking and therefore require special attention from the leaders at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java.

### **Responsivity**

The service at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java is carried out in a responsive manner. This can be seen through a series of efforts made to accommodate and evaluate a number of problems that are encountered in order to find solutions to them by the leaders involving their employees. This creates an image for users of the service that the officials at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java are able to recognize the needs of users of the service, especially as an implementation element that helps the Governor in carrying out government tasks, administration, organization, and management, and providing administrative services to all provincial regional devices. From the observations of the author in the field, it is also obtained that the existing service mechanism has been attempted to recognize the needs desired by users of the service. Therefore, it can be concluded that the service provided by officials at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java is quite responsive to complaints from users of their service.

### **Timeliness of completion of public services at the Internal Medicine Polyclinic of the Meuraxa Hospital Banda Aceh City**

The timeliness of services provided by the Internal Medicine Polyclinic can be explained through observations and interviews with several informants, it can be said that the time for completing services to the public or patients at the Internal Medicine Polyclinic has been running well and according to service standards is less than 60 minutes. However, obstacles in providing medical services to the public or patients are caused by the following: long patient registration due to limited counters, only seven registration counters at Meuraxa Hospital, and network systems that are stuck because they use an online system. However, related to the network system that is stuck, the Information and Technology provide a quick response and is immediately resolved unless the disturbance is at the center of the provider network used by the hospital, the queue at the hospital pharmacy is long because it takes time to mix drugs and limited staff. The solution to this problem is that the hospital should increase health administration service counter employees and medical record employees as well as additional employees at the Hospital Pharmacy.

### **Factors that affect the Performance of Officials at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java**

The Leadership:

Leadership as a process with various ways to influence people or a group of people to achieve common goals is closely related to the work to be carried out and the unity of the people being led. In addition to his ability to perform this role, a leader is expected to be able to adapt to the situation in order to enable him to benefit from various characteristics he possesses, such as the desire to accept responsibility, the ability to be perspective and objective, the ability to communicate, and the ability to determine priority scales. In an era of changing paradigms, leadership based on power is no longer relevant to be applied, so an effective leadership approach is considered when a participatory style is

considered. In this context, subordinates are stimulated to think creatively and innovatively and to increase self-recognition skills, then acceptance of greater responsibility

**Motivation:**

In carrying out their duties, leaders often give recognition and incentives to employees who carry out work with a sense of responsibility and who work outside working hours. With regard to the promotion of employees, it has been carried out in accordance with applicable laws and regulations. However, the provision of incentives for employees is still far from what is expected, that is, it is not sufficient to meet the living needs of employees and families.

**Information:**

The delivery of messages or news from the leader to the employee will be more effective if it is done directly, so as not to occur errors during the execution of tasks. The leader always provides information in advance about work plans or organizational work agendas. The delivery of messages or news indirectly is considered ineffective because there is no two-way communication that can lead to misunderstandings in carrying out tasks.

**Culture**

The use of culture as a metaphor in organizations is related to the improvement of organizational performance that focuses on the aspect of organizational members, including the process of observing the orientation of organizational members, both internal and external orientations of employees. Internal employee orientation can be seen from work ethos, the level of dependence of subordinates on superiors, and the use of language or communication between leaders and subordinates, and the external environment can be seen from complaints from users of the service about the provision of public services and the level of public concern for the services provided by bureaucracy officials.

**Internal Employee Environment**

Based on observations and facts in the field that the author found, there is still the factor of officials' mentalities that often postpone work. Or in other words, they prioritize personal matters, this can be seen at certain hours employees are not in their work rooms or are outside the office with personal matters that are not related to office duties. This condition causes the completion of a task to often be delayed, especially when users of the service have been promised to pick up a letter/file, but when they arrive it is not yet finished. This is still common in the work environment at the Bureau of Government and Regional Autonomy of the Provincial Secretariat of East Java. Therefore, in this case, a control mechanism must be applied.

**External Employee Environment**

Based on the observations of the author in the field, there are still employees who seem indifferent or indifferent in helping users of the service in resolving a problem, as well as the excessive dependence of users of the service on bureaucracy officials, so they are willing to accept various deviations in treatment. This is seen in the nature of seeking easy ways by users of the service, which can ultimately lead to deviations in service provision.

## E. CONCIUSION

It can be concluded that leadership and organizational culture factors have a significant influence on the performance of officials at the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat. Effective leadership can increase motivation, commitment, and collaboration among officials, enabling them to work better and achieve organizational goals more effectively. A positive organizational culture can also help improve overall performance by establishing norms, values, and behaviors that are accepted and valued within the organization. However, poor leadership or unhealthy organizational culture can cause low motivation, poor performance, and even neglect from officials. The performance of officials at the Bureau of Government and Regional Autonomy of the East Java Provincial Secretariat is considered good in terms of effectiveness, including understanding of tasks, the level of quality service provided to users of public services, and the relevance of programs and activities carried out. The communication system applied is also considered communicative, meaning it is in accordance with norms and ethics between leaders and staff.

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