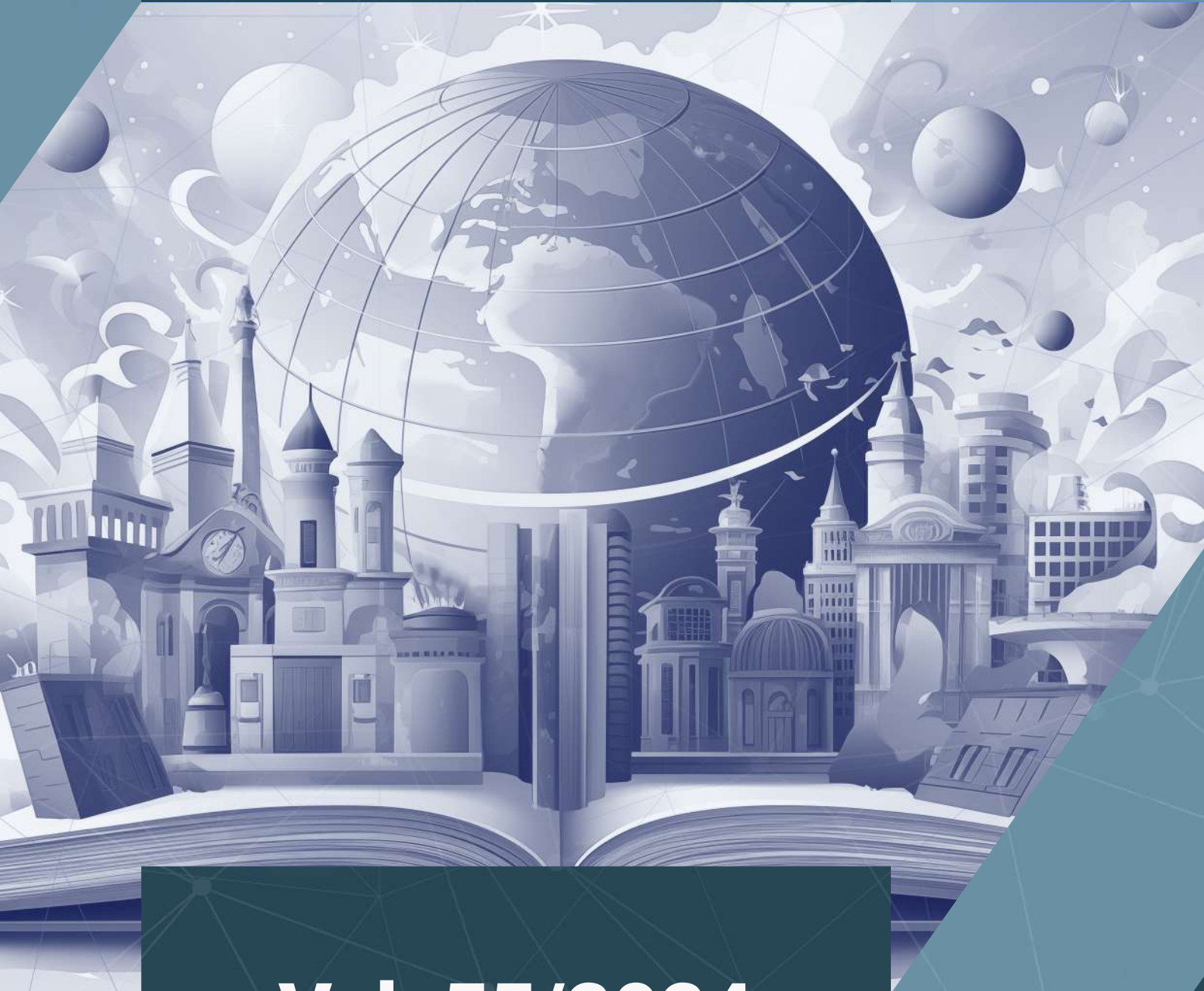




**TECHNIUM**  
SOCIAL SCIENCES JOURNAL



**Vol. 55/2024**  
A New Decade for Social Changes

**PLUS**  
**COMMUNICATION**



International  
Communication & PR

## Performance of general bureau civil servants in the regional secretariat of North Sulawesi Province

Edwin Astron<sup>1</sup>, Selpius Kandou<sup>2</sup>, Fitri H. Mamonto<sup>3</sup>

Public Administration Magister Program, Faculty of Social Sciences and Law,  
Universitas Negeri Manado

Email: [edwinastron@rocketmail.com](mailto:edwinastron@rocketmail.com)<sup>1</sup> [selpiusrkandou08@gmail.com](mailto:selpiusrkandou08@gmail.com)<sup>2</sup>  
[fitrimamonto@unima.ac.id](mailto:fitrimamonto@unima.ac.id)<sup>3</sup>

**Abstract.** The aim of this research is to describe, interpret and analyze the performance of Civil Servants (PNS) in the Administration Sub-Section for Leadership and Expert Staff of the General Bureau of the Regional Secretariat of North Sulawesi Province seen from the aspects of Employee Performance Targets (SKP), Discipline and the application of Civil Service principles State (ASN) "BerAKHLAK" (Service Oriented, Responsible, Competent, Harmonious, Loyal, Adaptive and Collaborative). The research method applied is a descriptive qualitative approach using observation, interview and document analysis techniques. The research results revealed a performance gap among civil servants, where some succeeded in achieving satisfactory results while others did not meet expectations. Factors such as effective training, motivation, conducive work environment, and reward and punishment systems were identified as important determinants in achieving optimal performance. The obstacles faced involve the quality and quantity of Human Resources (HR), with uncertainty that all civil servant members can contribute collectively. Therefore, a more thorough and objective performance measurement approach is needed. This research suggests an increase in the implementation of intensive training, improvements in the motivation system through structured rewards, evaluation of work environment conditions, as well as collaborative efforts with external parties to enrich technological understanding and skills.

**Keywords.** Performance, Civil Servants, Employee Performance Targets, ASN Core Value "BerAKHLAK"

### 1. Introduction

Accountability for the implementation of duties and functions by government administrators is an absolute thing that must be conveyed to the public or society so that the implementation of duties and responsibilities as well as the performance of an ASN needs to be measured clearly (Pratiwi & Seran, 2018) [1]. This is based on the duties and functions as well as the authority possessed by the mandate given by the people as owners of power and holders of sovereignty guaranteed by the constitution (Paisa et al., 2019)[2].

In line with this, Presidential Regulation of the Republic of Indonesia Number 29 of 2014 concerning the Performance Accountability System for Government Agencies explains that Performance Accountability is a manifestation of the obligation of a government agency to

be accountable for the success/failure of implementing Programs and Activities that have been mandated by stakeholders in order to achieve the organization's mission in a measurable manner. with performance goals/targets that have been determined through government agency performance reports which are prepared periodically (Setiawan & Safri, 2016) [3].

A phenomenon currently developing in various government agencies, several negative trends have been found related to the performance of Civil Servants or PNS (Saefullah & Hidayat, 2019) [4]. There are several problems faced at the General Bureau of the Regional Secretariat of North Sulawesi Province related to the Performance of Civil Servants. First, there are still a number of Civil Servants who are not yet responsible for carrying out and completing their work in accordance with the tasks they have been given, for example not completing their work according to the target and time specified; Second, the division of work given by the leadership is still not evenly distributed to Civil Servants in the General Bureau and is not in accordance with the existing position analysis, even though there are a lot of human resources in the General Bureau, both ASN and THL, which results in a lack of maximum performance achievement in terms of responding to tasks. For example, in certain situations, you can find a civil servant who has a lot of work, while at the same time there are other civil servants who can relax by playing with social media or online games during working hours. The unequal distribution of tasks results in the performance of several Civil Servants being hampered due to the backlog of tasks, resulting in them not completing work quickly and on time.

For this reason, the author is interested in conducting research related to the performance of Civil Servants at the General Bureau of the Regional Secretariat of North Sulawesi Province with a focus on the Administrative Sub-Section for Leadership and Expert Staff, where the Administrative Section has the main duties and functions, namely providing administrative services in its environment, preparing planning and reporting activities, coordinating, formulating regional policies, monitoring and evaluating task consolidation, carrying out administrative affairs of leadership and expert staff, organizing vehicle management affairs, organizing correspondence and archives affairs, and carrying out other functions assigned by the leadership.

In carrying out the main duties and functions as the Administration Sub-Division in the General Bureau of the Regional Secretariat of North Sulawesi Province, there are several problems that arise in the context of measuring civil servant performance. These problems need to be analyzed carefully in order to identify inhibiting factors and formulate solutions to increase the effectiveness and efficiency of civil servant performance. This analysis must pay attention to formal and academic aspects, and is closely related to the ASN principles of "BerAKHLAK", Discipline, and achieving Employee Performance Targets (SKP) (in Komara, 2019) [5].

One of the main problems that deserves attention is the implementation of the ASN principle of "BerAKHLAK". This principle includes the behavior and moral integrity of a civil servant (Tantri et al., 2022) [6]. In this context, there are obstacles in ensuring that civil servants in the General Bureau of the Regional Secretariat of North Sulawesi Province uphold moral and ethical values. There are indications of practices that are not in accordance with the principle of "BerAKHLAK" which can hinder the achievement of optimal performance.

Disciplinary problems are also the focus of research. Delays and instability in employee working hours are serious obstacles to achieving efficiency and productivity. Irregular work patterns and frequent delays can be detrimental to the organization, disrupt the balance of workload, and hinder the achievement of set targets (Yuningsih, 2018)[7]. Therefore, this research needs to explore the root causes of these disciplinary problems and find appropriate solutions.

Apart from that, this research will also discuss the challenges in achieving Employee Performance Targets (SKP). An unclear understanding of SKP or individual performance targets can result in uncertainty in the direction of achievement. Factors such as lack of training, inadequate evaluation tools, or even lack of motivation can become obstacles in achieving set performance targets (Aji, 2022) [8].

In overcoming these problems, this research will refer to the principles and norms stated in the ASN principle of "BerAKHLAK" (Syaputra et al., 2023)[9]. Improving discipline and order in the workplace will also be a focus in developing recommendations. It is necessary to implement clear policies and procedures to ensure that working hours are adhered to and delays are minimized. In addition, the development of employee training and motivation programs can be proposed to increase understanding of SKP and stimulate better performance.

In dealing with complex dynamics within the scope of the Administrative Subdivision for Leadership and Expert Staff of the General Bureau at the Regional Secretariat of North Sulawesi Province, this research aims to explore and evaluate employee performance in the context of increasing the efficiency and effectiveness of administrative services. Analysis of the performance of the Management Administration Sub-Section is crucial because of its central role in carrying out administrative tasks involving personnel, finance and general affairs. Likewise, the role of General Bureau Expert Staff has a strategic impact on policy formulation and planning. This research will focus attention on managerial aspects, discipline and strategic contributions in efforts to achieve Employee Performance Targets (SKP) which are in line with the principles of the ASN principle "BerAKHLAK". It is hoped that an in-depth understanding of these dynamics can provide valuable insights for the development of more effective HR management policies and practices at the General Bureau level of the Regional Secretariat of North Sulawesi Province. Thus, it is hoped that this research can make a significant contribution in identifying and overcoming these problems in order to improve civil servant performance and organizational effectiveness.

The aim of the research is to describe, interpret and analyze the performance of civil servants in the Administration Subdivision for Leadership and Expert Staff of the General Bureau of the Regional Secretariat of North Sulawesi Province seen from the aspects of Employee Performance Targets, Discipline and the application of the ASN principle of "BerAKHLAK" .

## **B. Method**

This research uses a qualitative research method because the research method is carried out in natural conditions (natural setting) and because the data collected and analyzed are more qualitative in nature as a research procedure that produces descriptive data in the form of written or spoken words from people and their behavior (Moleong in Sendouw et al., 2023) [10].

The focus of the problem in this research is centered on the performance of civil servants in the Administration Subdivision for Leadership and Expert Staff of the General Bureau of the Regional Secretariat of North Sulawesi Province, seen from the aspects of Employee Performance Targets, Discipline and the application of the ASN principle of "BerAKHLAKI". The data analysis technique used is the Miles & Huberman approach model in Tarore & Supit (2023), namely data collection, data reduction, data display, and drawing conclusions [11]. Then, to ensure the validity of the data, researchers used the 4 main criteria presented by Lincoln and Guba in Dilapanga et al., namely credibility, dependability, transferability, and confirmability [12].

### **C. Result and discussion**

Performance of General Bureau Civil Servants at the Regional Secretariat of North Sulawesi Province

As the research focus focuses on behavioral indicators (behavior) based on the Principle of "BerAKHLAK" (Service Oriented, Responsible, Competent, Harmonious, Loyal, Adaptive and Collaborative), Employee Activity Reports and Employee Performance Targets (SKP), then based on this framework, The following are the results of research findings for the Performance of Civil Servant Employees at the General Bureau of the Regional Secretariat of North Sulawesi Province.

An adequate number of Civil Servants is the main basis for supporting the performance of the General Bureau. By having a sufficient number of Civil Servants, high workloads can be anticipated and operational efficiency can be increased. Adequate Civil Servants also allow for diversification of duties, where each Civil Servant can focus on the specifics of their duties. However, challenges that arise are when there is an imbalance in work allocation or if Civil Servants do not have the skills appropriate to the tasks assigned. In addition, adding Civil Servants without careful planning can result in additional costs and require more intensive management.

Looking at the supporting infrastructure, complete facilities and infrastructure, including the latest software (technology) and supporting applications, have a significant positive impact. The use of technology can increase efficiency, accuracy and speed in carrying out administrative tasks. Obstacles that occur if maintenance of the facilities and infrastructure used is not carried out. Software that is not updated or infrastructure that is not maintained can cause technical problems and hinder smooth operations. In addition, the high cost of investing in technology requires careful budget planning.

Related to this, the use of the latest technology and supporting applications can have a positive impact in improving the performance of Civil Servants. Technology integration can speed up work processes, increase data accuracy, and assist in decision making. The latest supporting applications can also increase the involvement of Civil Servants and facilitate access to necessary information. However, the success of technology implementation depends on the level of adaptation and understanding of Civil Servants to these changes. A mismatch between operational needs and available technological features can be a barrier. In addition, if there are vulnerabilities to data security or if there is no adequate support for Civil Servant training related to the use of new technology becomes homework that needs to be addressed.

In discussing the input group for the performance of Civil Servants in the General Bureau, it was found that an adequate number of Civil Servants, complete facilities and infrastructure, and the use of technology can have a large positive impact. However, challenges in human resource management and technology must be overcome with the right strategy. With careful planning and efficient management, the General Bureau can improve the performance of Civil Servants, provide better public services, and become an example in the application of technology in public administration within the General Bureau of the Regional Secretariat of North Sulawesi Province.

Furthermore, at this discussion stage, research regarding the performance of General Bureau Civil Servants at the Regional Secretariat of North Sulawesi Province will be linked to the process group as the main parameter, including speed, precision and level of accuracy in carrying out activities as well as efforts to process input into output. The process group is a measure of activities, both in terms of speed, accuracy and level of accuracy in implementing these activities or the efforts made in order to process input into output. Therefore, in this

performance analysis, there are various factors that significantly influence the results of the process group.

The first factor that should be considered is the motivation and job satisfaction of Civil Servants. A high level of motivation can provide extra encouragement to complete tasks quickly and accurately. Conversely, low job satisfaction can result in indifference to the quality and speed of work (Hardiansyah et al., 2018) [13]. Therefore, an in-depth understanding of the factors that motivate Civil Servants needs to be analyzed in depth.

Furthermore, the skills and competencies of Civil Servants are also a determining factor. Relevant skills and good competence can increase the level of speed and accuracy in carrying out tasks. Appropriate training and skills development are key to ensuring Civil Servants have the capabilities necessary to achieve optimal levels of accuracy (Sumanti, 2018) [14].

A conducive work environment also has a significant impact on the performance of Civil Servants. Adequate facilities, organizational support, and clear policies can create an environment that supports efficiency in process groups. On the other hand, a mismatch in the work environment can be an obstacle to achieving optimal performance (Nofitasari, 2023) [15].

The role of leaders in the General Bureau cannot be ignored. Effective leaders can provide clear direction, manage task priorities, and provide necessary support. Good leadership can be a key driver in increasing speed, precision and accuracy in process groups.

A fair reward system and recognition of work achievements also have a positive impact on the performance of Civil Servants. Rewards and recognition can increase motivation and work morale, which in turn can increase efficiency and accuracy in carrying out tasks (Irawan et al., 2020) [16].

By considering these factors, organizations can take strategic steps to improve the performance of General Bureau Civil Servants. Developing training programs, improving the work environment, implementing fair reward systems, and developing effective leadership are key steps that can be taken to achieve efficiency and accuracy goals in process groups.

In this context, this research provides a deeper understanding regarding the performance dynamics of General Bureau Civil Servants and the factors that can influence process groups. By analyzing and identifying these factors, organizations can optimize their human resources and achieve better results in carrying out administrative tasks at the Regional Secretariat of North Sulawesi Province.

Thus, it can be concluded that improving the performance of civil servants in the General Bureau of the Regional Secretariat of North Sulawesi Province requires serious attention to the input groups or inputs needed to support the implementation of activities. This input group covers various aspects such as budget resources, human power, equipment/technology, and materials that are essential in carrying out their duties and responsibilities. In an effort to improve civil servant performance, a number of tips can be implemented to ensure that the input group is optimized efficiently and effectively.

First of all, the budget aspect is key in supporting civil servant performance. Careful and measurable budget planning will provide a strong foundation for carrying out various activities. Therefore, it is necessary to carry out an analysis of budget needs involving various related parties in the General Bureau. Collaboration with other units within the North Sulawesi Provincial Secretariat will help identify priorities and allocate budgets appropriately, thereby ensuring that financial resources are available according to needs.

Furthermore, the availability of qualified and competent human power is an important factor in improving the performance of civil servants. A transparent recruitment and selection

strategy is needed to obtain individuals who have high competence and dedication. In addition, human resource development needs to be emphasized through continuous training and education. This training program can include improving technical and managerial skills, as well as an in-depth understanding of the latest applicable regulations and policies.

Modern equipment and technology also play a crucial role in supporting operational efficiency and civil servant performance. Investments in information technology, software and infrastructure that support the role of the General Bureau must be a priority. Implementing an integrated management information system can help simplify work flow, increase data accessibility, and reduce the potential for human error. Therefore, it is important to ensure that civil servants have adequate access and understanding of the technology used.

Meanwhile, the input group in the form of physical materials also requires serious attention. Availability of adequate materials such as paper, pens and other office supplies is a prerequisite for carrying out various administrative tasks. Inventory management needs to be improved so that material stocks are always available without experiencing shortages that could hamper civil servant performance. In addition, it is necessary to carry out regular evaluations of material use and adopt environmentally friendly practices to support environmental sustainability.

The specific tips that can be implemented to increase the effectiveness of this input group involve planning, implementation and monitoring processes. First, there needs to be a comprehensive planning framework that involves all parts of the General Bureau. Good coordination between finance, HR and information technology is very important so that the needs of each aspect can be understood and accommodated well in the budget and annual work plan.

Furthermore, the implementation of policies and programs that have been designed need to be closely monitored. Effective monitoring mechanisms will help ensure that resources are used in accordance with regulations and that expected results are achieved. Implementing results-based performance evaluation can be an important instrument in measuring goal achievement and identifying areas that require improvement.

In this case, the active participation of civil servants in the planning, implementation and monitoring process will provide a positive contribution. Building an inclusive work culture and providing opportunities for each individual to contribute will strengthen their involvement in achieving common goals. Therefore, it is important to encourage open communication and collaboration among team members and reward significant contributions. Apart from that, it is important to remember that continuing efforts to improve civil servant performance is not a task that can be completed in a short time. Regular evaluation and strategy adjustments need to be carried out based on the results achieved and changes in the environment. Feedback mechanisms from civil servants and other related parties can be a basis for continuous improvement.

By implementing these tips holistically, it is hoped that the General Bureau of the Regional Secretariat of North Sulawesi Province can achieve sustainable improvements in civil servant performance. This sustainability depends not only on optimizing individual input groups, but also on the synergistic interaction between adequate budgets, quality human resources, sophisticated equipment/technology, and adequate materials. Improving the performance of civil servants is not only the task of the General Bureau, but also the joint responsibility of all units in the Regional Secretariat of North Sulawesi Province to create a conducive work environment and support growth and development.

Then, in the context of the performance of General Bureau Civil Servants, tangible output can include physical results such as preparing administrative documents, holding meetings, and submitting reports. Optimal performance should create physical output that is high quality, meets operational standards, and is relevant to organizational goals. In addition, tangible outputs can also include improving the efficiency of work processes, such as reducing task completion times or cost savings.

On the other hand, intangible or intangible output is also an important aspect that needs to be considered. Examples are increased communication between Civil Servants, better collaboration between Civil Servants, and increased motivation of Civil Servants. Although they cannot be measured by physical parameters, these outputs have a significant impact on the work atmosphere and overall productivity. Increased Civil Servant satisfaction, work morale, and quality of interpersonal relationships can be considered as intangible outputs that contribute to organizational well-being.

Factors that influence the output group can come from various aspects. First of all, the skills and competencies of Civil Servants are key factors that influence output. Civil servants who have skills appropriate to their duties can produce higher quality physical output. Likewise with the ability to communicate and collaborate, which can increase intangible output.

Motivation and job satisfaction also play an important role in achieving the desired output. Motivated civil servants tend to be more dedicated to achieving optimal results, both in the form of physical and non-physical output. The existence of a conducive work environment can also increase the motivation and welfare of Civil Servants, thereby positively influencing the output produced.

The role of leaders in the General Bureau in the context of output influences the performance of Civil Servants. Leaders who provide clear direction, support skills development, and create a positive work environment can increase effectiveness and quality of output. On the other hand, ineffective leadership can become an obstacle to achieving optimal output.

In essence, an in-depth understanding of output groups is the key to evaluating the performance of General Bureau Civil Servants at the Regional Secretariat of North Sulawesi Province. By considering factors such as skills, motivation and the role of leaders, organizations can take strategic steps to increase output, both physical and non-physical, so as to achieve operational and strategic goals more effectively.

Thus, it can be concluded that improving the performance of civil servants in the General Bureau of the Regional Secretariat of North Sulawesi Province requires serious attention to the output groups or expected output from the various activities carried out. This output group includes the desired results, whether in the form of something physical or non-physical, which can be measured and evaluated as an achievement of performance improvement efforts. In this context, a number of tips can be identified to ensure that this group of outputs can be achieved optimally, in accordance with the stated objectives.

First, focus on developing employee capacity and competency as the main desired output. This can be achieved through training and education programs that are targeted and relevant to the duties and responsibilities of civil servants in the General Bureau. Organizing workshops, seminars and training courses involving experts in their fields will make a significant contribution to improving the skills and knowledge of civil servants. This increase in competency, in turn, is expected to create civil servants who are more efficient and productive in carrying out their daily duties.

Furthermore, the output aspect in the form of the application of information technology and an effective management system is something that cannot be ignored. Integration of information technology in daily workflow will produce physical output in the form of operational efficiency and data accuracy. The use of adequate software, including an integrated database system, can create tangible output in the form of faster and more accurate data processing. This will increase civil servant productivity and reduce the potential for errors that can arise from manual processes.

In addition, the implementation of clear and measurable performance management policies is the expected output. Implementing an objective and transparent performance evaluation system will provide a more accurate picture of individual and team achievements. With constructive feedback, civil servants can more easily identify areas that need improvement and measure their progress continuously. This output will create a work environment that supports career growth and motivates civil servants to continue to make maximum contributions.

No less important is the output in the form of clear and effective implementation of standard operating procedures (SOP). Preparing SOPs that are detailed and easy to understand will create output in the form of a more structured and organized work process. Civil servants will be better able to carry out their duties consistently and in accordance with applicable regulations. With good SOPs, physical output in the form of time efficiency and resource management can be achieved, resulting in real benefits for the General Bureau.

The involvement of civil servants in the decision-making process and policy development is also a highly desired outcome. Creating a participatory forum and listening to input from civil servants will create output in the form of a greater sense of ownership and involvement in carrying out their duties. Decisions that involve civil servants directly are more likely to be well received, creating positive outcomes in the form of high morale and loyalty to the institution.

The output that is non-physical but no less important is improving the work culture and motivation of civil servants. Creating a positive work environment that supports career growth will be an output that has a long-term impact. Civil servants who feel appreciated and supported will tend to be more dedicated and contribute optimally. Therefore, tips that support these outcomes involve implementing employee welfare policies, merit-based promotions, and developing work-life balance programs.

In the context of physical output, regular monitoring and evaluation of civil servant performance is essential. Forming an independent evaluation team or using predetermined performance metrics will create output in the form of objective monitoring. This evaluation can provide valuable information for improving the strategies and policies that have been implemented. This output contributes directly to continuous improvement in efforts to improve civil servant performance.

By summarizing the various expected outputs, from increasing individual competence to operational efficiency and a positive work culture, the North Sulawesi Provincial Regional Secretariat General Bureau can achieve an overall increase in civil servant performance. It is important to understand that outcomes do not only include physically measurable results, but also include positive impacts on motivation, job satisfaction and individual abilities. By applying these tips holistically, it is hoped that the General Bureau can become a model for other units in an effort to increase the effectiveness and efficiency of Civil Servant performance. Moreover, in the context of the General Bureau it can cover various aspects that reflect the medium-term success of administrative activities. One example is increased operational

efficiency, measured through reduced time or costs in carrying out routine tasks. This success reflects that the output produced directly contributes to process improvements and organizational efficiency.

Apart from that, it can also include improving service quality. If the performance of General Bureau Civil Servants is able to create high quality output, the results can be reflected in customer or service user satisfaction. Improving service quality is an important indicator for evaluating the extent to which administrative activities are able to have a positive impact on stakeholders.

Development of Civil Servant skills and competencies can also be considered as a result of good performance. If the resulting output involves improving the skills of Civil Servants, the results can be seen in increased individual and team capacity to respond to increasingly complex and diverse tasks. Outcome groups may also include increased productivity and innovation. If the performance of Civil Servants is able to create output that stimulates productivity and triggers innovation, the results can be reflected in the progress of the organization as a whole. These medium-term effects reflect how administrative activities contribute to the progress and growth of the organization.

Factors influencing outcome groups involve a number of elements that have been discussed previously. Motivation and job satisfaction remain key elements, because high levels of motivation and good job satisfaction can create conditions that support the achievement of positive medium-term results.

The skills and competencies of Civil Servants, which are a determining factor in output, also play a role in shaping the desired results. Skills development can have a positive impact on the capacity of Civil Servants to achieve better results in the medium term. The role of leaders in the General Bureau has a significant influence on group results. Effective leaders can motivate civil servants, manage change, and create a culture of innovation that supports the achievement of better results.

In order to achieve the desired medium-term results, organizations need to design strategies and policies that support the performance of Civil Servants. Improving outcome groups depends not only on achieving optimal outputs but also on the organization's ability to convert those outputs into positive impacts in the medium term. By understanding the concept of outcome groups and the factors that influence them, this research provides a basis for evaluating the extent to which the performance of General Bureau Civil Servants can create real and positive effects in achieving organizational goals in the medium term.

Thus, it can be concluded that improving the performance of civil servants in the General Bureau of the Regional Secretariat of North Sulawesi Province leads to a group of results or outcomes that reflect the real effects and functioning of activities in the medium term. This group of results includes achievements and impacts that can be measured after the output. In this context, several important tips can be identified to ensure the achievement of optimal and significant results. One group of desired results is improved public services and responsiveness to community needs. By increasing the competency and skills of civil servants through various training programs, it is hoped that the results will be reflected in more effective, faster and better quality services. Providing clear SOPs and implementing adequate information technology can produce outputs in the form of increasing service efficiency, cutting bureaucracy, and increasing community satisfaction.

Furthermore, the expected result is increased transparency and accountability in carrying out the duties and responsibilities of civil servants. Implementing an objective performance evaluation system will create output in the form of accurate measurements of

individual and group achievements. With this transparency, it is hoped that the results will create an open work culture and increase the level of public trust in the performance of the bureaucracy. Another output that can be measured is an increase in resource management efficiency, both in terms of budget and workforce. By implementing effective information technology and management systems, it is hoped that the results will be reflected in savings in time, costs and human resources. This increase in efficiency will create output in the form of optimizing the use of resources that can be allocated to other activities that support organizational goals.

The importance of developing the capacity and competence of civil servants also reflects results that can be measured in the form of increased professionalism and institutional credibility. With civil servants who have adequate skills and knowledge, the results will be reflected in the quality of the decisions and policies produced. In the medium term, the effect will be to create output in the form of a good reputation for the General Bureau and Regional Secretariat as a whole. Increased collaboration and coordination between units in the bureaucratic environment is also a hoped-for result. By implementing a good coordination mechanism, it is hoped that the output will create synergy between units, reduce overlapping tasks, and increase service efficiency. These results are not only visible in improving individual or unit performance, but also in achieving the organization's overall strategic goals.

As an output that is no less important, increasing the welfare and motivation of civil servants can be measured from the aspects of productivity and job satisfaction. By creating a supportive work environment, involving civil servants in decision making, and rewarding good performance, it is hoped that the results will be reflected in higher levels of productivity. High motivation can also create output in the form of employee loyalty and good retention rates.

In the medium term, measurable outcomes also involve increased adaptability and responsiveness to change. General Bureaus that are able to adapt quickly to environmental dynamics and societal demands will create output in the form of the ability to remain relevant and effective. This includes innovation in work methods, use of the latest technology, and flexibility in dealing with emerging challenges. Apart from that, social and moral outcomes also need to be taken into account. Increasing the integrity and ethics of civil servants in carrying out their duties can be measured by the results of compliance with applicable ethical norms and policies. By implementing high moral values, it is hoped that the results will create output in the form of a positive image and public trust in the General Bureau and civil servants on duty.

The importance of measuring results also includes the environmental impact of bureaucratic activities. The expected results are outputs in the form of environmental sustainability, sustainable management of natural resources, and policies that support environmental conservation. In this way, the General Bureau will create positive outcomes in the form of contributions to sustainable development and social responsibility.

In order to achieve the desired results, it is important to actively involve all stakeholders. Effective communication and participation from civil servants, top level management, to the general public is the key to achieving measurable and significant results. By understanding the importance of result groups in improving civil servant performance, the North Sulawesi Provincial Regional Secretariat General Bureau can design and implement targeted strategies to achieve these results in a sustainable manner.

Furthermore, looking at increasing operational efficiency, if the performance of Civil Servants is able to create output with a high level of efficiency, the benefits can be seen in reducing the time, costs or resources required to carry out administrative tasks. This increase in efficiency can support the achievement of overall organizational goals. This also includes

improving the quality of service. If the performance of Civil Servants can create high quality output, the benefits can be reflected in customer or service user satisfaction. Improving service quality is the ultimate goal that can strengthen an organization's reputation and support positive relationships with stakeholders.

Increased productivity is another benefit that can be achieved through optimal performance. If the output produced by General Bureau Civil Servants drives increased productivity, the benefits can be seen in a greater contribution to the achievement of organizational goals and results. Apart from that, regarding the use of innovation, if the performance of Civil Servants is able to create output that stimulates innovation, the benefits can be reflected in the organization's progress in facing environmental challenges and changes. Leveraging innovation can be a valuable resource for organizations to remain relevant and competitive.

Influencing factors involve a number of elements that have been discussed previously. Motivation and job satisfaction remain key elements, because high levels of motivation and good job satisfaction can create conditions that support the achievement of these benefits.

In order to achieve the desired benefits, organizations need to design strategies and policies that support the performance of Civil Servants. Increasing benefit groups creates a broader and clearer positive impact in achieving the organization's ultimate goals. Thus, it can be concluded that improving the performance of civil servants in the General Bureau of the Regional Secretariat of North Sulawesi Province does not only focus on output or results, but also on the benefits that will be felt by various related parties. This group of benefits reflects the ultimate goal of implementing activities and shows the positive impact expected from efforts to improve civil servant performance. Several tips that can be identified in achieving this group of benefits include empowering civil servants, improving public services, and making positive contributions to regional development.

One of the main benefits of improving civil servant performance is empowering individuals and teams in carrying out their duties and responsibilities. Through targeted training programs, civil servants have the opportunity to develop skills and knowledge relevant to their duties. The benefits lie in improving technical and managerial skills, giving civil servants the tools needed to be more efficient in carrying out their jobs. This empowerment in turn creates a dynamic and motivational work environment.

Another benefit expected from improving the performance of civil servants is improving public services to the community. By increasing competence and efficiency in carrying out administrative tasks, it is hoped that the services provided by the General Bureau of the Regional Secretariat will become more responsive, accurate and of high quality. These benefits are not only felt by individuals or groups who directly interact with civil servants, but also by the general public who are users of public services.

As a measurable benefit, increasing the efficiency of resource management is the main focus in improving civil servant performance. With the implementation of information technology and effective management systems, the benefits are seen in savings in time, costs and labor. With increased efficiency, the General Bureau can better allocate resources to strategic projects or activities that support regional development.

Improved welfare and motivation of civil servants is another benefit that should not be overlooked. By creating a conducive work environment, involving civil servants in the decision-making process, and rewarding good performance, the benefits are seen in increased productivity and job satisfaction. These benefits not only have a positive impact on individual

performance, but also create a positive atmosphere throughout the organization, which ultimately contributes to achieving strategic goals (Nurmagustini & Hidayat, 2019) [17].

In terms of social and moral benefits, increasing the integrity and ethics of civil servants makes an important contribution to creating good governance. The benefits can be seen in increasing compliance with ethical norms and applicable policies, creating a positive image that supports holistic regional development. This can also provide inspiration for the public to follow the example of integrity shown by civil servants (Santoso & Dewi, 2019) [18].

Another benefit is increased adaptability and responsiveness to change. With civil servants able to adapt quickly to environmental dynamics and societal demands, the benefits are seen in the ability to remain relevant and effective. These improvements create benefits in the form of the ability to respond to emerging challenges more flexibly and efficiently.

Not only at the organizational level, improving the performance of civil servants is expected to provide real benefits at the overall regional development level. Positive contributions to development policies, optimal use of regional resources, and improvement of community welfare are some of the desired benefits. The General Bureau can be a pioneer in creating this positive impact, which ultimately creates sustainable benefits for regional development. By understanding the group of benefits related to the ultimate goal of improving civil servant performance, the General Bureau of the Regional Secretariat of North Sulawesi Province can design a targeted and sustainable strategy. Measurement of these benefits is not limited to numbers or statistics, but reflects the crucial role of civil servants in supporting regional development and the welfare of society at large.

In this final point, we will discuss the impact as an influence, both positive and negative, from the performance activities of Civil Servants in the General Bureau at the Regional Secretariat of North Sulawesi Province. Impact includes broader and sustainable effects arising from the results of activities, reflecting the actual contribution of Civil Servant performance to the organization. Positive impacts are 1. Increasing the welfare of civil servants; 2. Increased Organizational Reputation; 3. Increased Efficiency and Productivity; 4. Empowerment of Civil Servants. Then the negative impacts are 1. Stress and fatigue of civil servants; 2. Reduction of Motivation; 3. Decreased Service Quality; 4. Organizational Instability.

As a result, tips for improving the performance of civil servants in the General Bureau of the Regional Secretariat of North Sulawesi Province have had a significant impact on various aspects. Positive impacts involve increasing organizational effectiveness and efficiency, improving the quality of public services, and making positive contributions to regional development. However, it is important to remember that any change can also have negative impacts, and therefore, thoughtful and sustainable change management needs to be implemented to achieve optimal results.

#### **D. Conclusion**

The performance of civil servants in the general bureau of the regional secretariat of north sulawesi province is a crucial aspect that influences the effectiveness and efficiency of public services. In this context, based on the results of research conducted by the author, it was found that civil servant performance assessment is not only related to the technical aspects of work, but also involves behavioral evaluation which is reflected in the principle of "berakhlak", namely service oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative by detailing aspects of discipline, performance assessment, and evaluation of performance achievements.

Overall, the findings of this research provide an overview of the incompatibility of civil servant behavior in the general bureau of the regional secretariat of north sulawesi province with the principle of "berakhlak". The inability to adapt, as well as the mismatch between targets and actual performance indicate challenges that need to be overcome. Improvements in civil servant behavior need to be supported by a more effective reward and punishment system, as well as stricter and more accountable performance assessments. Only with these steps can the performance of civil servants be improved so that they can provide optimal public services in accordance with community demands and expected service standards. Thus, the conclusion of this research confirms that there are serious challenges in achieving optimal performance of civil servants at the General Bureau of the Regional Secretariat of North Sulawesi Province. By identifying and overcoming the negative side of behavior, discipline, and evaluating performance achievements, significant improvements can be expected in the contribution of civil servants to their duties and responsibilities, as well as achieving overall organizational goals.

### References

- [1] D. Pratiwi and S. T. Seran, "Strategi Peningkatan Kinerja Asn Melalui Aplikasi Penilaian Kinerja Aparatur (Sikerja) Di IPDN Kampus Kalimantan Barat," *Transform. J. Manaj. Pemerintah.*, pp. 165–176, 2018.
- [2] L. Paisa, R. Gosal, and D. Monintja, "Etika pemerinthan dalam meningkatkan kinerja aparatur sipil negara," *J. Eksek.*, vol. 3, no. 3, 2019.
- [3] H. E. Setiawan and M. Safri, "Analisis pengaruh akuntabilitas publik, transparansi publik dan pengawasan terhadap kinerja satuan kerja perangkat daerah di Kabupaten Bungo," *J. Perspekt. Pembiayaan dan Pembang. Drh.*, vol. 4, no. 1, pp. 51–72, 2016.
- [4] E. Saefullah and A. Hidayat, "Pengaruh Disiplin, Pelatihan dan Motivasi Terhadap Kinerja ASN Di Dinas Perpustakaan dan Kearsipan Daerah Propinsi Banten," *J. Ekon. Perjuangan*, vol. 1, no. 2, 2019, doi: <https://doi.org/10.36423/jumper.v1i2.317>.
- [5] E. Komara, "Kompetensi profesional pegawai asn (aparatur sipil negara) di indonesia," *Mimb. Pendidik.*, vol. 4, no. 1, pp. 73–84, 2019.
- [6] R. A. Tantri, M. Maksin, S. Hidayat, and A. E. Ariyanto, "Pelaksanaan Program 'Asn Ber-Akhlak' Sebagai Bentuk Pengembangan Pegawai Untuk Meningkatkan Kualitas Dan Loyalitas Pegawai," *Restorica J. Ilm. Ilmu Adm. Negara dan Ilmu Komun.*, vol. 8, no. 1, pp. 27–34, 2022.
- [7] N. Yuningsih, "Penerapan Manajemen Kinerja Pegawai Di Instansi Pemerintah," *J. Pengemb. Wiraswasta*, vol. 19, no. 2, pp. 141–154, 2018.
- [8] B. B. Aji, "Sistem Penilaian Kinerja Berbasis Sasaran Kinerja Pegawai (SKP) di Lingkungan Sekretariat Daerah Kota Banjarbaru," *J. Educ.*, vol. 5, no. 1, pp. 1047–1064, 2022.
- [9] H. Syaputra, A. Abdullah, and N. A. Sjafirah, "Transformation, Internalization, and Media Socialization of Core Values for State Civil Apparatus (ASN)," *J. Lensa Mutiara Komun.*, vol. 7, no. 1, pp. 11–22, 2023.
- [10] R. H. E. Sendouw, E. M. C. Lumingkewas, B. F. Supit, and P. M. M. Kapojos, "Analysis of Performance Appraisal of State Civil Apparatus in the Regional Office of Education of North Sulawesi Province," *Tech. Soc. Sci. J.*, vol. 49, pp. 90–96, 2023.
- [11] S. Tarore and B. F. Supit, "Evaluasi Partisipasi Masyarakat Dalam Upaya Penanggulangan Covid-19 di Kota Tomohon Tahun 2020-2022," *J. Adm. J. Kaji. Kebijak. dan ilmu Adm. Negara*, vol. 5, no. 1, pp. 37–43, 2023, [Online]. Available: <http://ejurnal-mapalus-unima.ac.id/index.php/administro/article/view/6892>
- [12] R. Dilapanga, B. F. Supit, and A. K. V Mandagi, "The Role of Community Participation in Supporting Tomohon City Regional Regulation No. 1 of 2021," in *Iapa Proceedings Conference, 2023*, pp. 36–46.

- [13] T. Hardiansyah, A. Amelia, and M. Santika, “Kepuasan Kerja Sebagai Faktor Terbentuknya Sikap Kerja Pegawai Negeri Sipil Kantor Kecamatan Klampis, Bangkalan,” *Competence J. Manag. Stud.*, vol. 12, no. 2, 2018.
- [14] R. Sumanti, “Pengembangan Kompetensi PNS Di Daerah: Tantangan dan Peluang,” *J. Transform. Adm.*, vol. 8, no. 2, pp. 115–129, 2018.
- [15] T. Nofitasari, “Pengaruh Budaya Organisasi, Lingkungan Kerja, dan Etos Kerja Terhadap Kepuasan Kerja.” Universitas Putra Bangsa, 2023.
- [16] L. Irawan, R. Anggraeny, and M. Arifin, “Hubungan Pemberian Penghargaan (Reward) Dengan Kinerja Pegawai Dinas Pariwisata Kota Samarinda,” *e-Journal Adm. Publik*, vol. 8, no. 1, pp. 9507–9521, 2020.
- [17] R. S. Nurmagustini and H. Hidayat, “Pengaruh sistem penilaian kinerja dan kompensasi terhadap motivasi kerja PNS,” *J. Appl. Manag. Account.*, vol. 3, no. 1, pp. 9–19, 2019.
- [18] T. Santoso and M. P. Dewi, “Etika Aparatur Sipil Negara dalam Membangun Good Governance,” *Transparansi J. Ilm. Ilmu Adm.*, vol. 2, no. 2, pp. 179–187, 2019.